

*New Mexico Corrections Department
Strategic Plan for Fiscal Years 2015 through 2018*



"We commit to the safety and well-being of the people of New Mexico by doing the right thing, always."

Courage Responsibility Ethics Dedication
CREDibly serving New Mexico's public safety needs

September 4, 2013

New Mexico Corrections Department
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Santa Fe, New Mexico 87508

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MESSAGE FROM THE SECRETARY

The New Mexico Corrections Department (NMCD) is responsible for the custody, care and rehabilitation of over 6,000 inmates and 17,000 offenders on community supervision. The NMCD defines the term *public safety* as the maintenance of safe and secure prison environments coupled with vigorous community supervision programs that offer offenders the necessary pro-social skills, attitudes, and beliefs for successful reintegration and return to our communities. Committed to this definition, the NMCD must constantly balance its operations aimed at offender compliance with an appropriate level social support to assure optimum reduction in criminal recidivism. Accordingly, for the NMCD, our efforts to reduce criminal recidivism is *public safety* in the strictest sense because they are essentially solutions for safer New Mexico's neighborhoods.

The extraordinary complexity of the NMCD mission requires a predictability of tasks and work systems that are also sustainable in the long term. Sustainable predictability involves the design and development of work models based on current and relevant best practices, as well as a work culture of discipline that acts entirely upon its public safety responsibility to service. More importantly, the NMCD, not unlike our nation's entire corrections field, can no longer remain a "closed institution". In today's globally linked world, the operations and functions of our organization shall (and should) inevitably reach the public's eye. Accordingly, the details of this strategic plan demonstrate the willingness of the NMCD to critically examine its core functioning and plan past the tenure of the majority of its current leadership to assure optimum and open sustainability of its public safety operations and functions. To map this future, the NMCD has undergone "ground-up" strategic planning strategies to redefine its core values, vision, purpose, and mission (Oath) awareness. Through the development of identifiable key work systems, management action plans (MAPs) have defined our critical managing strategies and implementing initiatives so that our public safety functions and organizational development may now be best measured for outcome effectiveness.

In summary, our strategic plan represents the thoughtful attention and effort of NMCD staff from the line to executive levels of the organization who have demonstrated the necessary independence of mind to endure the short term discomforts of turning away from what may be comfortable to a level of planning that is more compatible with our long term success. In closing, the strategic planning represented in this work clearly represents our understanding that, while in the complex business of corrections we will always be asked to confront unpredictable and unplanned events, it will not be luck or any other external factor that will determine our ability to deliver public safety service. To successfully sustain our responsibility for *public safety*, we must plan our future based on the consistency in values, long term goals, methods, and ultimately action represented in this work.

Respectfully Submitted,



Gregg Marcantel
Secretary of Corrections

FOUNDATION FOR SUCCESS

VISION

To set the ethical standards and correctional best practices for the statewide corrections community through innovative and principled public safety strategies and living its core values.

MISSION (OATH)

“We commit to the safety and well-being of the people of New Mexico by doing the right thing, always”.

CORE VALUES

The acronym created in the first letters of each core value (**C**ourage, **R**esponsibility, **E**thics, **D**edication) “CRED” is symbolic in its importance to us as a public safety organization. These core values will be the foundation on which together we will stand, on which we will be grounded and which the Corrections Department recognizes and accepts as its cornerstone.

The acronym reminds us of the role our individual and organizational CREDibility will serve in reshaping our future. The word credibility is commonly used in our criminal justice system to indicate whether one is worthy of belief or confidence. In public safety, we refer to our badge and identification as our “credentials” because they reflect who we are and what we represent. However we slice the word, from its historical or current uses, the acronym offers a useful reminder for us that our core values will anchor our credibility as an agency known for its public safety excellence.

Courage. Those called to work in the field or corrections are certainly not the meek and timid. The mere origin of the word comes from the French word “coeur”, meaning heart. It takes “heart” to do the right things, for the right reasons, at the right times (always) in the negative environments we confront.

Responsibility. The corrections profession is rarely judged by its successes, it is represented in our willingness to prevail under difficult circumstances and more often the product of pursuing our daily responsibility to serve others, even when it comes at great personal risk and loss.

Ethics. The cornerstone that characterizes the quality of our commitment to public safety service and the degree to which the people of New Mexico regard and trust us is our personal and organizational ethics. Our organization’s excellence will rise and fall upon our commitment to ethical conduct.

Dedication. The road to shaping our future will not be simple, easy, or quickly traveled. It will involve destinations that will appear unfamiliar to some and threatening to others.

WHO WE ARE

The statutory purpose of the New Mexico Corrections Department is to preserve New Mexico's public safety through safe and secure prisons and vigorous community supervision and counseling for successful reintegration into communities.

The NMCD's mission guides planning actions at every level of the organization. It conveys the organizational direction that is understood and accepted by all through an Oath. The "CRED" acronym represents the organization's core values and is symbolic for public safety organizations, uniting staff in a common purpose. These core values are NMCD's recognized and accepted foundation by which all decisions and planning occurs.

The NMCD has the third largest number of full-time equivalent positions in state government. The Department has 2,447 employees: prison security staff, probation and parole officers, teachers, case managers, records staff, maintenance workers, behavioral health staff, others who work with inmates and offenders, and administrative staff. These employees provide services to over 6,800 individuals incarcerated in the 11 prisons statewide and over 18,000 offenders in the community.

Statistically, between 96 and 98 percent of all individuals imprisoned in New Mexico will be released from prison and rejoin the community whether supervised or not. In FY13, NMCD's probation and parole officers supervised 18,860 offenders in the community. Supervision activities are focused on holding offenders accountable for their decisions, actions and behavior to decrease recidivism and increase success in the community.

From a statewide budgetary perspective, the NMCD represents 4.7 percent of the total general fund appropriation to state agencies and universities, making it the fifth largest agency in state government. The economic downturn triggered a reduction to the NMCD's budget of 12.6 percent, or \$40.4 million from FY09 to FY12. The general fund reduction has impacted the Department's ability to immediately create or expand programs to habilitate or rehabilitate inmates. In FY13 the budget increased by 2.8 percent from the previous year, but remained \$32.5 million below FY09 levels. The NMCD is employing creative solutions to start new programs using existing resources, including expanding Corrections Industries' capabilities.

Because we recognize our staff as our most valuable resource, our succession planning shall be multidimensional, involving their access to standardized training, based on the most recent and relevant best practices. The future of our functioning will hinge on the quality of our organization's leadership. Accordingly, leadership education and testing will be prerequisite to promotion to essentially grow our own leaders and assure the succession of a capable and ready workforce.

The safety and security of our staff, correctional institutions and community are of utmost importance.

STRATEGIC PLANNING PROCESS

Strategic Planning and Budgeting

In 2004, the New Mexico Legislature passed the Accountability in Government Act, Section 6-3A, provides for more cost-effective and responsive government services by using the state budget process and defined outputs, outcomes and performance measures to annually evaluate the performance of state government programs. The Act grants agencies sufficient statutory authority and flexibility to use budgetary resources to better serve the citizens, holds agencies accountable for services and products directly associated with its mission, goals and objectives; and requires agencies to develop performance measures.

Overview

The NMCD strategic plan provides a structured and coordinated approach for developing long-term goals and objectives and strategies to accomplish them. The NMCD roadmap is outcome based with the intent to use it to make decisions on development, expansion or deletion of programs, request budget appropriations and allocate internal resources.

Performance Improvement System. The NMCD adopted a performance improvement system based on the Malcolm Baldrige Quality Performance Criteria that involves an annual planning process; evaluation of its mission, vision and core values; developing operational strategies, management action plans, performance reviews (see Figure P2-2); and quarterly outcome

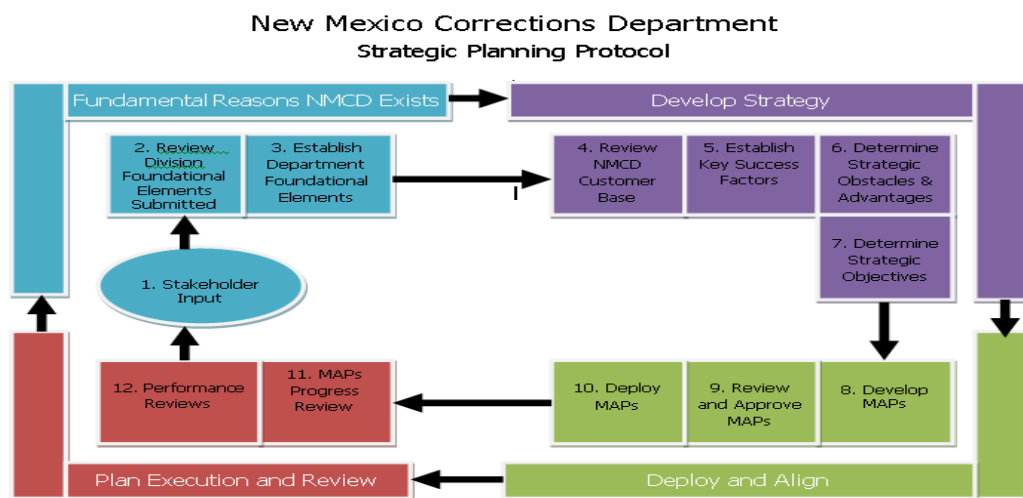


Figure P2-2. Strategic Planning Protocol

measurement (CorrStat, Figure P2-3) based on the CompStat police model.

- | |
|---|
| <ol style="list-style-type: none">1. Accurate, timely information available throughout the organization2. The most effective tactics for specific problems3. Rapid, focused resource deployment to implement tactics4. Relentless follow-up and assessment to learn what happened and make necessary adjustments |
|---|

Figure P2-3. CorrStat Principles

The NMCD CorrStat will use vigorous internal analysis and forward thinking management

Principles designed to

provide the organization with an improved capacity to enhance prison safety and security and recidivism reduction strategies by promoting greater response from department operations and functions to management direction.

Economic Downturn and Budget Reductions

The national economic crisis negatively impacted all of state government including the NMCD. Since FY10, the general fund appropriation to the NMCD decreased by \$27.6 million even though the number of inmates has remained stable and in the case of the female population has actually increased. The NMCD has renegotiated contracts for medical and food services, assessed private prisons penalties for non-contractual compliance and has kept budget requests to a conservative level understanding that state revenues have not yet rebounded.

The NMCD eliminated 115 full-time positions since fiscal year 2011. The deletion of positions for which there is insufficient funding does not impact the overall budgetary need. It does however better align the amount appropriated for positions with the actual number that can be filled. Elimination of custody-level positions, those in the prisons, or leaving salaries at well below market shifts the burden from straight time compensation to overtime, which in the long-term is more expensive. The NMCD is working toward making salaries more competitive to reduce the attrition rate and attract more skilled individuals. Filling vacant positions does not eliminate the need for overtime but it does reduce the need for excessive overtime.

The Department has not been able to decommission any prison facility, instead it has contracted with Otero County to open a sex-offender specific facility where those male inmates can receive targeted treatment and be prepared to live in the community upon release instead of spending more time in prison. Additionally, during FY13, 60 beds were set aside at the Western New Mexico Correctional Facility (WNMCF) to accommodate the increase in the women's population thus requiring the movement of 60 male inmates to other facilities across the state. In FY14 the Corrections Corporation of America (CCA) increased the number of beds at its women's facility by 50 so the majority of the overflow for the women at the WNMCF can be eventually restored for use by the men's facility.

Another cost reduction measure employed in the past was to reduce the amount of programming available to inmates. Even though this may appear on the surface as a reasonable step, the long-term impact is an increase in recidivism which translates into an increase in incarceration costs. In FY13, the NMCD started planning new initiative through the Office of Recidivism Reduction and Corrections Industries Division that sets inmates up for success upon release, which will be

started in FY14. The Adult Prisons Division is also changing how high risk populations access programming. Those changes for predatory populations affect the populations of the Department’s largest prisons. The changes are based on internal assessments and a close partnership with the Vera Institute.

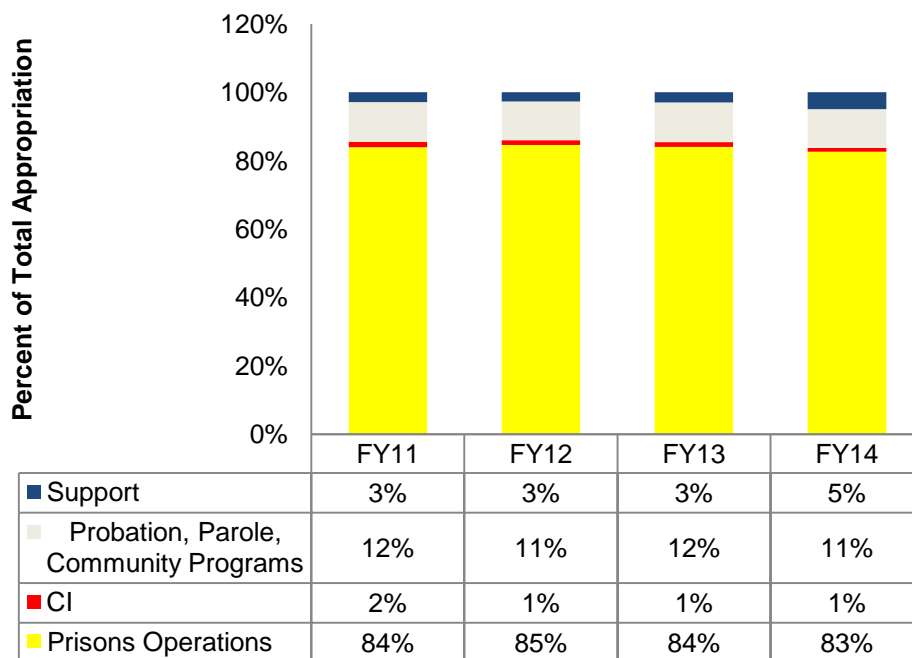
Linking Goals and Objectives with Budget Decisions – The Accountability in Government Act (2004)

In 2012, the NMCD embraced recommendations on decreasing costs through reducing recidivism and is now working more closely with the Pew Center on States and the Legislative Finance Committee staff to use the Washington State model to make more strategic decisions. Without the necessary level of fiscal investment to make the changes necessary to appropriately address recidivism reduction initiatives, the Department is using creative ways of assisting other state agencies and generating small sums of revenue to grow inmate programs. Additionally, it is prioritizing infrastructure improvements for program and balancing those with addressing emergencies quickly.

Although large infrastructure improvement projects are not included in the Department’s operating budget, the economic downturn also had a negative effect on them. Many critical projects for the Department were either delayed or halted, which in turn exacerbated the deferred maintenance across the state, which is currently over \$230 million.

The chart below shows that the majority of the NMCD’s appropriations are for inmate and offender services.

NMCD Appropriations



One of the performance measures reported to the Department of Finance and Administration and the Legislative Finance Committee is “cost per day” to incarcerate an inmate in a given prison facility and to provide services to offenders in the community. The average cost for all state and private facilities in fiscal year 2012 was \$81.66 down \$2 from the previous year because the Department imposed sanctions on the private prisons for non-contractual compliance. The reduction in per day costs will not continue in FY14 and will probably increase.

Prison Cost Per Day

Prison Facility	FY11	FY12
PNM	\$125.87	\$126.03
WNMCF	\$105.58	\$111.33
SNMCF	\$116.60	\$107.05
CNMCF	\$100.91	\$106.27
RCC	\$75.27	\$65.41
SCC	\$101.58	\$99.56
Average State-run Facilities	\$104.30	\$102.61
Private Prison (Females)	\$80.48	\$83.20
Private Prison (Males)	\$86.81	\$80.12
Average Cost Private Facilities	\$83.65	\$81.66
Average Male Facilities	\$101.80	\$99.40
All Facilities	\$99.14	\$97.37

In the last two New Mexico Sentencing Commission reports, the projected growth in the male population has remained stable. However the women’s population has increased 2.4 percent, 1 percent and 1.8 percent, respectively from FY10 to FY13.

NMCD Strategic Planning Process

In the spring of 2012, the Department held its first strategic planning session beginning with the creation of foundational elements by division, which led to the adoption of the Department’s mission, vision and core values. The foundational elements define who we are, why we exist and where we want to go. The staff also agreed on who the Department’s customers, stakeholders, partners and suppliers are and the obstacles it needs to overcome and the strategic advantages available to address obstacles.

The second session held the summer of 2012 encouraged staff to create strategic objectives for each division which were then consolidated into strategic objectives for the Department and for overarching work systems. Staff then developed managing and implementing strategies for each strategic objective.

In the spring of 2013, staff, including our private prison partners reconvened to develop management action plans which we will use to measure our success. Performance measures

using the Association of State Correctional Administrators as a guide were then compiled. The final step is to decide which of the measures provide the best overall indicators of organizational success. Using the policing CompStat, or in Corrections the CorrStat, model to report whether goals are achieved each quarter not as a “gotcha” but to allow those that are performing well to advance and those who are not to improve based on assistance and input from peers. The CorrStat model allows staff to identify problems and solutions based on data and reallocate resources to address problem areas.

OUTCOME-BASED OBJECTIVES AND MEASURES

Measuring the Department’s success is dependent on its key work systems. Within those systems are overarching projects critical to success. In fact, those projects are the cornerstones that must be structurally and solidly in place before targeted programs can be implemented.

1. **Create the Office of Recidivism and Reduction.** In FY13, the Office was created along with a strategic framework which includes four distinct phases that build on each other for offender success. Each phase relies on offender risk and needs assessment and evidence-based programs and practices that address those risks and needs and habilitate or rehabilitate inmates. Our oversight entities and the public at large expect positive change when those incarcerated are released. The result of positive change is a reduction in re-offending which will reduce the current 46 percent recidivism rate. Along with evidence-based programs in the prisons, including work programs through Corrections Industries, the NMCD will work on breaking down barriers to success to improve the chances of each person released from prison to become a law abiding and productive member of society. Barriers to success include lack of affordable housing, scarcity of employment opportunities, insufficient access to social services, negative community perception of individual released from prison, lack of a support unit and insufficient preparation of what to expect upon release.

Recidivism reduction programs and practices will reduce long-term costs to the Department and improve the safety and security of the institutions and neighborhoods.

2. **Define Roles and Collaborate with the Human Services Department on Medicaid Enrollment.** The NMCD recognizes that lack of access to social services and available medical care are obstacles all released inmates face. As such, we have partnered with the Human Services Department (HSD) to enroll all inmates before they are released for services offered by HSD. Additionally, inmates will also be enrolled in Medicaid so that hospital stays for those eligible for Medicaid will be covered thus potentially reducing medical costs the Department pays for inmates.

Services to inmates will improve their chance of success, reduce costs to the Department, and improve public safety in neighborhoods. The target date for implementation is January 2014.

3. **Create an Office of Offender Management Services.** In FY13, the NMCD consolidated the records, classification, and good time calculation staff at the six state-run prisons and Central Office, victims' services, court liaison and judgment and sentence (J&S) interpretation staff into one office to provide more efficient services to inmates, families, and other constituents and to address early or late inmate releases. Early releases pose a public safety concern and late releases cost the state money so consolidating the services will allow the Department to standardize the process for good time calculation, have the J&S interpreted immediately upon receipt instead of shortly before an inmate is released, and will allow facility staff to concentrate on prison security and inmate programming. The consolidation of services is estimated to avoid prolonged average incarceration costs of \$97 per day. The impact to public safety of releasing someone early and the individual committing a crime could be an innocent person's life.

The cost of housing inmates past their release date will be reduced, neighborhoods will be safer and inmates will be with their families sooner and will have completed their sentencing obligations.

4. **Create a General Services Operations Support Office.** The Office was designed in FY12 and created in FY14 by combining business staff from the various divisions to provide direction over property acquisition and space planning, asset management, building maintenance, contract and lease management, capital project management, policy development, and occupational, health and safety planning and implementation.

The consolidation and standardization of business functions will allow Probation and Parole Division (PPD) offices and prison facilities to focus on their primary mission of security and habilitation and rehabilitation of offenders. It will also create efficiencies by have a single office addressing PPD and facility requests, more accountability of state and federal dollars and improved intra- and inter-agency collaborative relationships.

5. **Increase Absconder Apprehension Initiatives.** In an effort to make New Mexico's neighborhoods safer, the Office of Security Threat Management conducts monthly absconder round-ups with other law enforcement agencies, continuously circulates "Most Wanted Absconder" fliers and is responsible for collecting, sharing and managing offender-centered intelligence to identify and mitigate threats to New Mexico's public safety. Removing violent absconders from communities provides for greater public safety and sends a clear message to offenders that they will be held accountable.

6. **Complete a Comprehensive Policy Review.** As part of its strategic planning process, Department executive management learned that its policies and procedures had not been thoroughly reviewed for several years. In FY13, staff throughout the Department engaged in a complete review of all its policies to ensure that they aligned with the NMCD's strategic direction, regulatory requirements, legislative changes, and corrections best practices. Well written and up-to-date policies increases organizational accountability and transparency and are fundamental to quality assurance and quality improvement programs.

NMCD Strategic Objectives

The NMCD created key work systems (Figure P1-6) that seamlessly align work components to allow for timely and appropriate delivery of its services. Work systems were chosen to breakdown silos that were built up over the years, to promote cross-functional dialogue and understanding, to build a seamless organization and promote the organization as one unit.

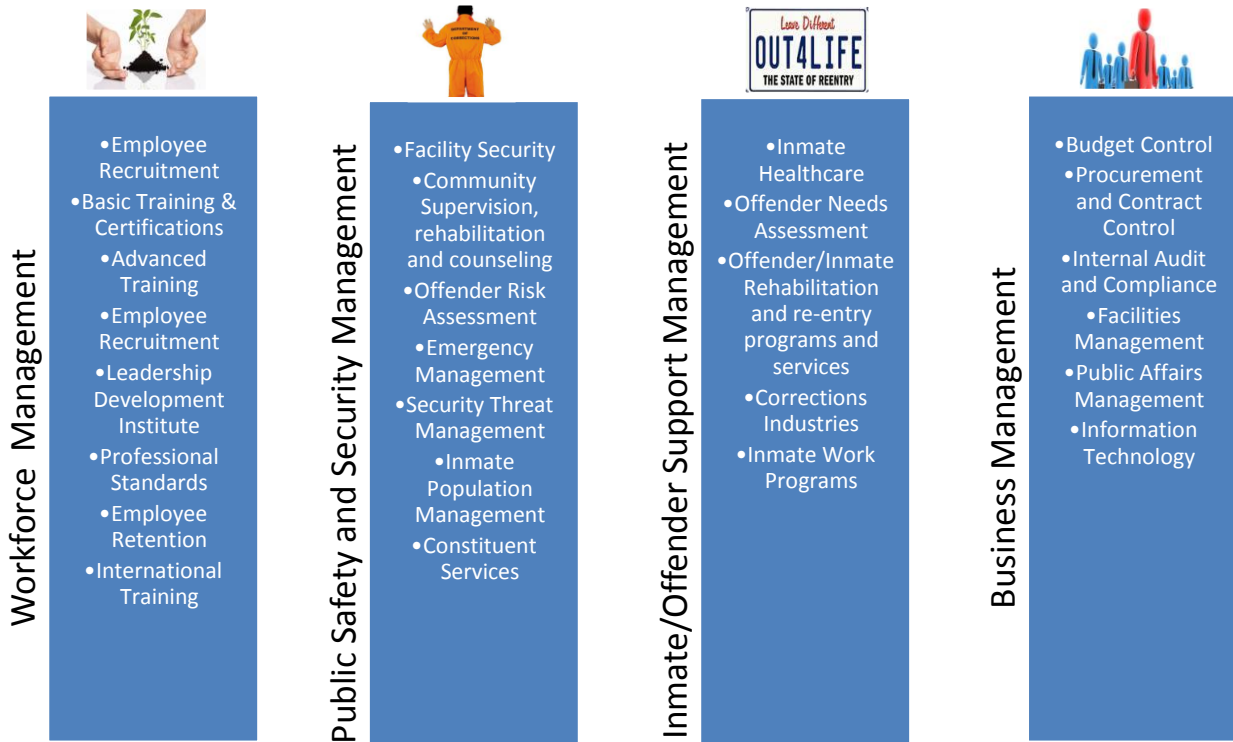


Figure P1-6. Key Work Systems

The Public Safety/Security Management and Inmate/Offender Support Management systems are the two major work systems in the NMCD. Those work systems encompass over 90 percent of the entire workforce and are the key components for service provision to offenders and offenders throughout the state. The intent of these work systems is to provide safe and secure environments for which inmates can access programs and services that will reduce their risk for reoffending.

The Workforce and Business Management work systems are support systems for the two major work systems, which are the reason NMCD exists. Using the key work systems, the NMCD created five strategic objectives and managing and implementing strategies for each, which are outlined below.

A. Organizational

Strategic Objective 1: Create a unified department committed to the public safety and well-being of the people of New Mexico.

Managing Strategy 1: Establish and use effective lines of communication

Implementing Initiative 1.1: Establish relevant and sustainable policies.

Implementing Initiative 1.2: Establish methods to increase communication across divisions, facilities and regions.

B. Public Safety and Security Management

Strategic Objective 2: Create and promote a secure and safe environment for staff, inmates and offenders that fosters re-integration into society and reduces recidivism.

Managing Strategy 2: Establish a strong, risk and needs-based inmate and offender programming system.

Implementing Initiative 2.1: Assess each inmate on entry into the prison system, periodically throughout incarceration, and then on entry into parole and through successful discharge.

Implementing Initiative 2.2: Provide quality standardized educational services to inmates based on needs.

Implementing Initiative 2.3: Provide evidence-based programming to inmates and offenders based on assessed needs.

Implementing Initiative 2.4: Establish strong inmate record certification system to ensure inmates are released based on certified dates.

Implementing Initiative 2.5: Institute a correctional case management program that ensures inmate programming is based on risk and needs.

Implementing Initiative 2.6: Institute inmate programming based on risk and needs assessment and ensure inmates are participating in appropriate programming and completing assigned programming.

Managing Strategy 3: Collect, share and manage offender-centered intelligence to identify and support mitigation of threats to New Mexico's public safety.

Implementing Initiative 3.1: Create a unified security threat management office to coordinate, disseminate and manage intelligence threatening the safety of public prisons and the public at large.

Managing Strategy 4: Ensure physical prison facilities security is maintained to currently acceptable standards.

Implementing Initiative 4.1: Update technology as needed to ensure systems are continuously operational.

Implementing Initiative 4.2: Keep all maintenance agreements up-to-date and avoid use of proprietary systems.

Implementing Initiative 4.3: Implement processes and procedures that ensure reasonable and consistent protection for persons and property in or on NMCD properties.

Managing Strategy 5: Maintain and enhance the emergency preparedness program.

Implementing Initiative 5.1: Provide safe and accessible shelter for inmates, staff and K-9s.

Implementing Initiative 5.2: Improve staff's ability to accomplish response and recovery activities through established training and cross-training of staff and coordination with other public safety entities.

Implementing Initiative 5.3: Conduct surprise emergency preparedness drills with staff and public safety partners.

Implementing Initiative 5.4: Enhance mitigation activities by keeping building codes up-to-date, implementing loss avoidance mechanisms and employing best practices.

Managing Strategy 6: Ensure victims, inmate families and stakeholders are treated with dignity, sensitivity and respect in all agency operations

Implementing Initiative 6.1: Conduct victim outreach and training

C. Inmate and Offender Support Management

Strategic Objective 3: Create and promote a secure and safe environment for staff, inmates and offenders that fosters re-integration into society and reduces recidivism.

Managing Strategy 7: Establish a strong, risk and needs-based inmate and offender programming system.

Implementing Initiative 7.1: Assess each inmate on entry into the prison system, periodically throughout incarceration, and then on entry into parole and through successful discharge.

Implementing Initiative 7.2: Create a Transitional Accountability Plan committee process to coordinate department resources.

Implementing Initiative 7.3: Develop a comprehensive transitional accountability plan (TAP) for every inmate.

Implementing Initiative 7.4: Implement evidence-based programs at each facility.

Implementing Initiative 7.5: Provide quality standardized educational services to inmates based on needs.

Implementing Initiative 7.6: Provide evidence-based programming to inmates and offenders based on assessed needs.

Implementing Initiative 7.7: Establish strong inmate record certification system to ensure inmates are released based on certified dates.

Implementing Initiative 7.8: Institute a correctional case management program that ensures inmate programming is based on risk and needs.

Implementing Initiative 7.9: Institute inmate programming based on risk and needs assessment and ensure inmates are participating in appropriate programming and completing assigned programming.

Managing Strategy 8: Coordinate and identify the implementation of evidence-based practices, organizational development and collaboration to achieve successful and lasting reform.

Implementing Initiative 8.1: Build up the capacity of communities to work with reentry issues and to improve the successful reentry of offenders by making faith and

community-based resources more available to offenders, prison staff and community-based correctional staff during the reentry process.

Implementing Initiative 8.2: Provide offenders under supervision with assistance needed to aid, encourage, and bring about improvement in their conduct and condition.

Implementing Initiative 8.3: Improve employment opportunities for inmates and offenders through inmate work programs and coordination with the Workforce Solutions Department.

Managing Strategy 9: Provide constitutionally acceptable levels of health care that reflect community care standards and operate in an efficient and cost effective.

Implementing Initiative 9.1: Monitor medical contractor-delivered medical care.

Implementing Initiative 9.2: Closely monitor pharmaceutical costs.

Managing Strategy 10: To develop and implement a comprehensive mental health program to screen, diagnose and treat mental illness, and substance abuse.

Implementing Initiative 10.1:

D. Workforce Management

Strategic Objective 4: Create professional and high performing teams and establish a unified career development system.

Managing Strategy 11: Hire qualified, talented and committed staff and train them appropriate to their responsibilities.

Implementing Initiative 11.1: Provide human resource services to maintain a fair, equitable, and positive work environment.

Implementing Initiative 11.2: Assist department staff in identifying the most qualified candidates for employment.

Implementing Initiative 11.3: Ensure professional development opportunities, employee recognition and career advancement pathways for all agency employees

Managing Strategy 12: Establish succession planning to ensure stable continuity of operations and employee retention.

Implementing Initiative 12.1: Unify correctional and probation and parole officer academies based on core competency strategy.

Implementing Initiative 12.2: Deliver high quality training based on relevant and up-to-date public safety best practices.

Implementing Initiative 12.3: Develop and implement leadership training in all administrative areas.

Managing Strategy 13: Mitigate the department's exposure to litigation.

Implementing Initiative 13.1: Build and strengthen labor-management cooperation and partnership.

Managing Strategy 14: Strengthen relationships with international correctional entities.

E. Business Management

Strategic Objective 5: Manage revenue and expenditures to provide sustainable financial resources for department operations, maintain a high level of fiscal accountability and efficiency, and improve the quality of financial and management decisions.

Managing Strategy 15: Establish or enhance processes, practices and internal controls to ensure accountability throughout the organization.

Implementing Initiative 15.1: Develop consistency in administrative and operational practices statewide.

Implementing Initiative 15.2: Ensure operations are conducted efficiently, fairly, and legally.

Implementing Initiative 15.3: Prepare a well-considered, supportable budget that fosters agency success.

Implementing Initiative 15.4: Create and maintain strong information technology tools and systems to support agency staff and promote agency efficiency and accountability.

Implementing Initiative 15.5: Ensure timely and accurate processing of all financial transactions.

Implementing Initiative 15.6: Ensure quality services through contracts, positive partnerships and holding contractors accountable.

Implementing Initiative 15.7: Provide financial transaction oversight in accounting, finance, procurement and federal grants.

Implementing Initiative 15.8: Provide structure and guidance to facility managers to create and sustain safe and secure prisons.

Implementing Initiative 15.9: Create and support a loss prevention and control committee and program.

NMCD STATISTICAL OVERVIEW

NMCD Budget and FTE Data for FY13 and FY14

	FY13	FY14	% Change
General Fund	\$265,694.0	\$270,583.4	1.8%
Other State Funds	\$22,129.0	\$21,897.0	-1.1%
Federal Funds	\$157.5	\$171.2	8.0%
	\$287,980.5	\$292,651.6	1.6%
Total FTE	2,447.5	2,447	0.0%

Crime Rates

In 2010, the NMCD (latest available statistics) ranked 5th among the five surrounding states in violent crimes per 100,000 residents according to the FBI Uniform Crime Reports, indicating lower violent crime rate than other geographically surrounding states.

2010 Crime Statistics - for New Mexico Surrounding and States

State		Population	Violent crime	Murder and nonnegligent manslaughter	Forcible rape	Robbery	Aggravated assault	Property crime	Burglary	Larceny-theft	Motor vehicle theft
ARIZONA	State Total	6,392,017	26,085	409	2,165	6,937	16,574	225,893	50,771	153,614	21,508
	Rate per 100,000 inhabitants		408.1	6.4	33.9	108.5	259.3	3,534.0	794.3	2,403.2	336.5
COLORADO	State Total	5,029,196	16,133	120	2,198	3,132	10,683	134,992	26,153	97,592	11,247
	Rate per 100,000 inhabitants		320.8	2.4	43.7	62.3	212.4	2,684.2	520.0	1,940.5	223.6
NEW MEXICO	State Total	2,059,179	12,126	142	958	1,614	9,412	70,742	21,014	44,481	5,247
	Rate per 100,000 inhabitants		588.9	6.9	46.5	78.4	457.1	3,435.4	1,020.5	2,160.1	254.8
OKLAHOMA	State Total	3,751,351	17,987	195	1,450	3,337	13,005	128,126	37,476	80,460	10,190
	Rate per 100,000 inhabitants		479.5	5.2	38.7	89.0	346.7	3,415.5	999.0	2,144.8	271.6
TEXAS	State Total	25,145,561	113,231	1,249	7,622	32,843	71,517	951,246	228,597	654,626	68,023
	Rate per 100,000 inhabitants		450.3	5.0	30.3	130.6	284.4	3,783.0	909.1	2,603.3	270.5

¹ Because of changes in the state's reporting practices, figures are not comparable to previous years' data.

² Includes offenses reported by the Zoological Police and the Metro Transit Police

³ The data collection methodology for the offense of forcible rape used by the Minnesota state Uniform Crime Reporting (UCR) Program (with the exception of Minneapolis and St. Paul, Minnesota) does not comply with national UCR Program guidelines. Consequently, its figures for forcible rape and violent crime (of which forcible rape is a part) are not published in this table.

NOTE: Although arson data are included in the trend and clearance tables, sufficient data are not available to estimate totals for this offense. Therefore, no arson data are published in this table.

Incarceration Rates

Jurisdiction	2011				2012			
	Total *a	Male *a	Female *a	Total adult *b	Total *a	Male *a	Female *a	Total adult *b
U.S. total *c	492	932	65	644	480	910	63	626
Federal *d	63	120	8	82	62	119	8	81
State *c	429	812	58	561	418	791	56	545
Alabama	650	1,234	99	848	650	1,234	101	847
Alaska *e	399	684	89	537	401	695	79	537
Arizona	589	1,084	100	784	583	1,070	101	773
Arkansas	545	1,033	73	718	494	934	70	651
California	393	749	42	521	351	674	31	463
Colorado	427	772	79	560	392	715	66	514
Connecticut *e	350	678	37	450	333	645	35	426
Delaware *e	439	862	40	566	448	877	46	577
Florida	537	1,021	73	678	524	999	70	661
Georgia	547	1,040	74	731	542	1,037	68	723
Hawaii *e	282	506	56	361	273	487	55	349
Idaho	487	861	111	666	499	871	126	680
Illinois *f	376	721	44	495	/	/	/	/
Indiana	443	821	75	586	440	814	77	581
Iowa	295	548	47	386	282	518	49	368
Kansas *g	324	604	47	433	325	606	46	433
Kentucky	479	862	107	625	489	875	114	637
Louisiana	865	1,662	102	1,144	893	1,720	101	1,179
Maine	147	278	21	184	145	276	20	181
Maryland	380	750	31	493	360	713	29	466
Massachusetts	205	405	17	260	199	395	15	252
Michigan	434	845	38	565	441	857	39	571
Minnesota	183	344	24	240	184	344	26	241
Mississippi	690	1,320	96	921	717	1,370	100	954
Missouri	512	958	84	669	518	965	88	674
Montana	367	651	81	472	358	633	80	459
Nebraska	244	453	38	325	247	459	36	328
Nevada *f	461	844	71	608	/	/	/	/
New Hampshire	198	375	25	251	211	396	31	266
New Jersey	269	527	24	350	261	511	23	338
New Mexico	329	604	59	437	315	576	59	417
New York	283	559	23	362	276	545	22	352
North Carolina	362	699	42	473	357	688	43	466
North Dakota	206	363	43	264	213	372	49	274
Ohio	441	834	66	575	440	832	65	572
Oklahoma *g	632	1,152	122	838	648	1,178	127	858
Oregon	372	694	57	478	378	700	62	485
Pennsylvania	403	782	42	514	398	772	41	506
Rhode Island *e	197	390	15	248	190	376	15	239
South Carolina	473	916	54	614	458	888	51	593
South Dakota	426	744	106	565	434	765	101	575
Tennessee	443	832	73	577	438	824	71	570
Texas	633	1,179	94	866	601	1,121	88	820
Utah	243	440	43	353	242	437	45	351
Vermont *e	255	484	32	319	242	468	23	302
Virginia	468	883	68	606	451	845	69	582
Washington *f	260	480	40	337	/	/	/	/
West Virginia	367	662	79	463	378	681	84	477
Wisconsin	385	735	40	500	357	680	38	463
Wyoming	382	666	85	500	379	663	84	496

Note: Jurisdiction refers to the legal authority of state or federal correctional officials over a prisoner, regardless of where the prisoner is held. Counts are based on prisoners with sentences of more than 1 year under the jurisdiction of state or federal correctional officials.

/Not reported.

*a Imprisonment rate per 100,000 U.S. residents of all ages. These rates are comparable to those in previously published BJS reports.

*b Imprisonment rate per 100,000 U.S. residents age 18 or older. Since this is the first year BJS is publishing adult imprisonment rates, they are not comparable to rates that included all U.S. residents in previously published BJS reports.

*c Includes imputed counts for the three jurisdictions that did not submit National Prisoner Statistics data in time to be included in this report. See *Methodology* for discussion of imputation strategy.

*d Includes inmates held in nonsecure privately operated community corrections facilities and juveniles held in contract facilities.

*e Prisons and jails form one integrated system. Data include total jail and prison populations.

*f State did not submit National Prisoner Statistics (NPS) Program data in time for inclusion in this report.

*g Change in reporting methods. See *National Prisoner Statistics jurisdiction notes*. Source: Bureau of Justice Statistics, National Prisoner Statistics Program, 2011–2012.

Inmate/Offender Population Data

Incarcerated Population	6,697
Incarcerated Males	6,049
Incarcerated Females	648
Probation and Parole Population	18,860
Males Supervised	14,559
Females Supervised	4,301

Source: NMCD June 27, 2013 Counts

NMCD Inmate/Offender Profile (as of June 30, 2013)



Male Inmates



Female Inmates

Male Inmates		Female Inmates	
Total Population:	6049	Total Population:	648
Average Age:	37.6	Average Age:	36.8
Caucasian:	1460	Caucasian:	185
Hispanic/Latino:	3522	Hispanic/Latino:	333
African American:	521	African American:	63
Native American:	496	Native American:	55
Asian:	12	Asian:	1
Pacific Islander:	11	Pacific Islander:	1
Unreported:	27	Unreported:	10
Foreign National:	93	Foreign National:	3
Former Military:	345	Former Military:	5

Offense Type and Admissions

Violent Offense:	45.4%
Non-Violent Offense:	54.6%
New Admissions	34.9%
Parole Violators	32.5%
Probation Violators	0.8%
Other	3.1%
Returning Admissions	28.7%

Offender Obligations

Offenders under supervision are responsible for paying their outstanding obligations to the state and to victims. Probation and Parole Officers hold all offenders accountable for meeting those obligations. The table below shows the total monetary collection activity for probation and parole costs, court costs, DNA fees, restitution and community corrections fees over the past five years.

Region	Ordered	Paid		Unpaid	
		Amount	Pct	Amount	Pct
Central Office	\$275,878	\$10,253	3.7	\$265,625	96.3
Region I	\$4,013,362	\$264,132	6.6	\$3,749,230	93.4
Region II	\$4,788,467	\$352,060	7.4	\$4,436,407	92.6
Region II SP OP	\$1,440,573	\$122,039	8.5	\$1,318,534	91.5
Region III	\$3,666,518	\$288,128	7.9	\$3,378,389	92.1
Region IV	\$2,082,224	\$163,363	7.8	\$1,918,861	92.2
Total	\$16,267,022	\$1,199,975	7.4	\$15,067,046	92.6

Data is for the past 5 years (from July 01, 2008 to June 30, 2013)

Other obligations such as child support are shown in the following table.

Region	Ordered	Paid		Unpaid	
		Amount	Pct	Amount	pct
Central Office	\$400	\$145	36.3	\$255	63.8
Region I	\$26,957	\$6,285	23.3	\$20,672	76.7
Region II	\$3,950	\$933	23.6	\$3,017	76.4
Region II SP OP	\$13,148	\$2,622	19.9	\$10,526	80.1
Region III	\$3,376	\$1,270	37.6	\$2,107	62.4
Region IV	\$7,441	\$2,207	29.7	\$5,234	70.3
Total	\$55,272	\$13,462	24.4	\$41,810	75.6

Data is for the past 5 years (from July 01, 2008 to June 30, 2013)

NMCD ORGANIZATIONAL STRUCTURE

The NMCD is a cabinet-level executive state agency structured into two distinct but unified components: Administration and Operations (Figure P1-5). The head of NMCD is the Cabinet Secretary appointed by the Governor with the consent of the Senate who in turn recommends the deputy secretaries of operations and administration and the six division directors. Each is appointed by the Secretary with the consent of the Governor.

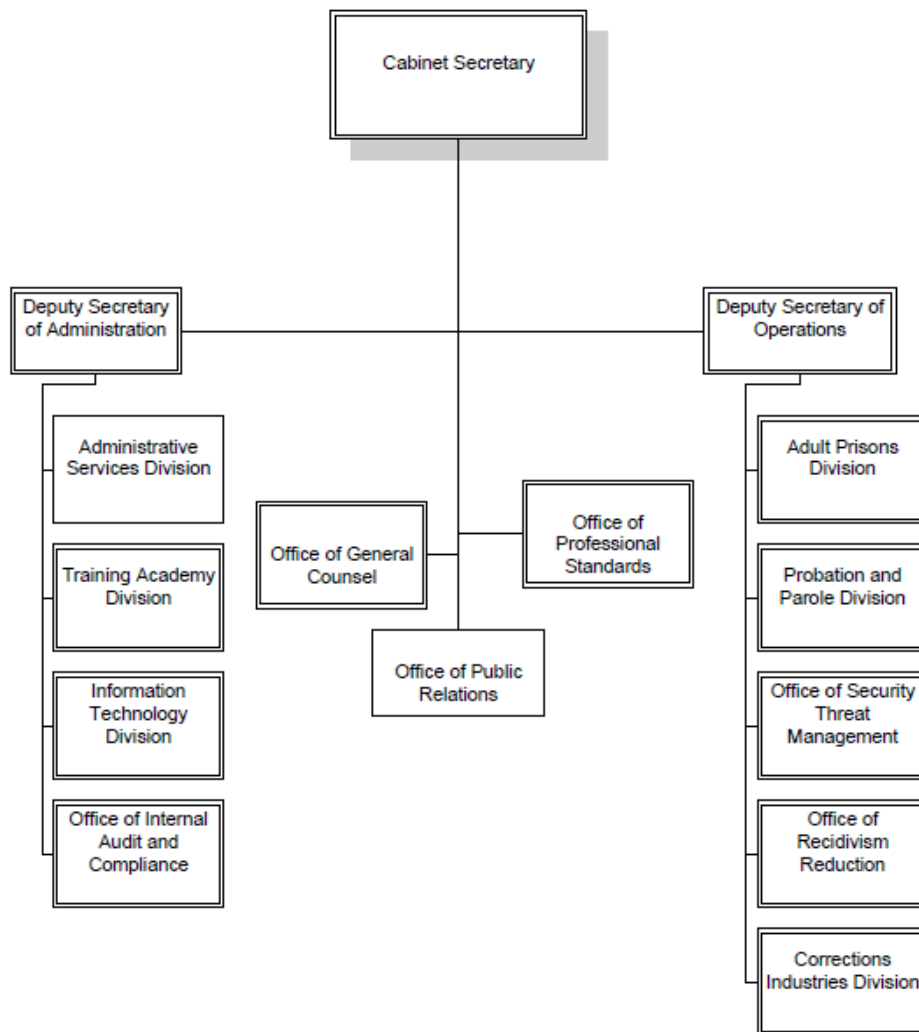


Figure P1-5. Organizational Chart

The Deputy Secretary of Operations is responsible for the divisions that provide care and support to inmates and offenders, the security and enforcement of prison operations, and offenders who are released into the community. The Deputy Secretary of Administration provides fiscal,

employee and technical accountability through internal oversight over financial transactions, hiring, discipline, and external financial and internal audits.

NMCD Overview

The Corrections Department Act, Sections 9-3-1 through 9-3-13 NMSA 1978, created a single, unified department to administer all laws and exercise all functions formerly administered and exercised by the Corrections and Criminal Rehabilitation Department and to ensure a comprehensive criminal justice system in New Mexico. The New Mexico Corrections Department (NMCD) is committed to providing a balanced approach to corrections, from incarceration to community-based supervision, with training, education, rehabilitation programs, and services that provide opportunities for offenders to successfully transition to communities.

Through its strategic planning, the NMCD defined four work systems with overarching functions that will provide for cross-division collaboration. The four work systems are Public Safety and Security Management, Inmate/Offender Support Management, Business Management and Workforce Management.

The Public Safety and Security Management and Inmate/Offender Support Management work systems are the two major work systems in the department encompassing over 90 percent of the entire workforce and are the key component for service provision to inmates and offenders throughout the state. The intent of these work systems is to provide a safe and secure environment in which inmates can access programs and services that will reduce the risk of recidivism. Programs and services include vocational and on-the-job training through the Corrections Industries Division, counseling and basic educational services, and transitional service assistance. The programs and services are available to inmates based on the outcome of a risk and needs assessment and re-assessment throughout incarceration, community supervision and discharge. Although the prison system focuses on the safe incarceration of individuals convicted of a crime and enforcing the sentences imposed by the judicial system, reducing recidivism is a shared purpose between the prisons and community supervision whose primary mission is rehabilitative services through counseling and support services upon release. The Adult Prisons, Corrections Industries and Probation and Parole Divisions are the components of these two work systems and under the guidance of the Deputy Secretary of Operations.

Inmate Management and Control Program. The purpose of the Inmate Management and Control Program (IMAC) is to incarcerate in a humane, professionally sound manner offenders sentenced to prison and to provide safe and secure prison operations that foster re-integration into society and reduce recidivism. The IMAC Program is made up of the Adult Prisons Division, Office of Security Threat Management, and Office of Recidivism Reduction under the direction of the Deputy Secretary of Operations.

The Adult Prisons Division is headed by a director, is tasked with the oversight of adult prisons and of prison administrative functions: inmate case management, records and health services. The director and deputy directors monitor daily operations of the six public and five private facilities located throughout the state. The NMCD on average houses 6,800 inmates on any given

month. The New Mexico Sentencing Commission projected the number of inmates for FY15 is 7,050.

The Office of Health Services provides cost-effective, appropriate and necessary medical, dental, and behavioral health treatment to inmates. Behavioral health treatment includes mental health, substance abuse, crisis management, and sex offender programming. Health Services is staffed by 104 FTEs at six state-operated prisons.

The Office of Offender Management Services was created by combining the Records and the Classification Bureaus and Victims and Family Services into one office to ensure the timely release of inmates, enhance public safety and provide necessary information to victims, inmates and families. Also, the Office ensures inmates are sent to the appropriate facility based on the security and re-entry needs of the inmate. The Victim Services Program is the point-of-contact for victims of crimes committed by offenders in custody or under probation or parole supervision and their families. The program provides confidential and comprehensive information, assistance and support to them. The Family and Constituent Services Office works with families directly affected by the incarceration of a loved one. It is the central point-of-contact between the Department and a prisoner's children and family members to support and encourage strong family and community ties. It also provides assistance to New Mexico legislative entities, state agencies, and the general public. . Inmate programming staff works with the Office of Recidivism Reduction to assist in implementing a case management plan and motivational training.

Recidivism Reduction and Corrections Industries. The Governor created by executive order a Recidivism Reduction Taskforce to define recidivism, create goals and objectives and implement activities that achieve measureable outcomes to reduce recidivism. The taskforce is required to submit its recommendations to the Governor. The Office of Recidivism Reduction identifies and coordinates the delivery of re-entry programs and collaborates with communities, and closely partners with other agencies to ensure program participants are engaged and supported in services that include employment, training, housing, and mentoring. Programs under the Office of Recidivism Reduction include Volunteer Services and the Education Bureau

Volunteer Services include faith-based programs designed to establish or strengthen an inmate's relationship with God or a higher power and hospitality centers that provide services to families of the incarcerated. The services include child care and appropriate clothing for visits.

The Education Bureau offers inmates quality basic and vocational education and library services in collaboration with the Higher Education, Public Education, Workforce Solutions and Children, Youth and Families Departments. The education and services are designed to provide inmates a foundation to enter the workforce upon release. Approximately 4,510 of the 6,800 inmates, or 66 percent, participate in educational programming.

The Corrections Industries Act requires the Corrections Department, through the Corrections Industries (CI) Division, to provide programs and services which enhance the rehabilitation, education and vocational skills of inmates through productive involvement in enterprises and public works of benefit to state agencies and local public bodies to minimize inmate idleness.

Strong collaboration with the Education Bureau and private industry are a means to provide sustainable education and employment opportunities. When done well, the programs reduce recidivism, rehabilitate inmates, provide transferable skills, and are self-sustaining. The CI is committed to maintain and expand inmate work training programs which develop marketable skills, instill and promote positive work ethics, minimize inmate idleness and reduce the tax burden of the Corrections Department.

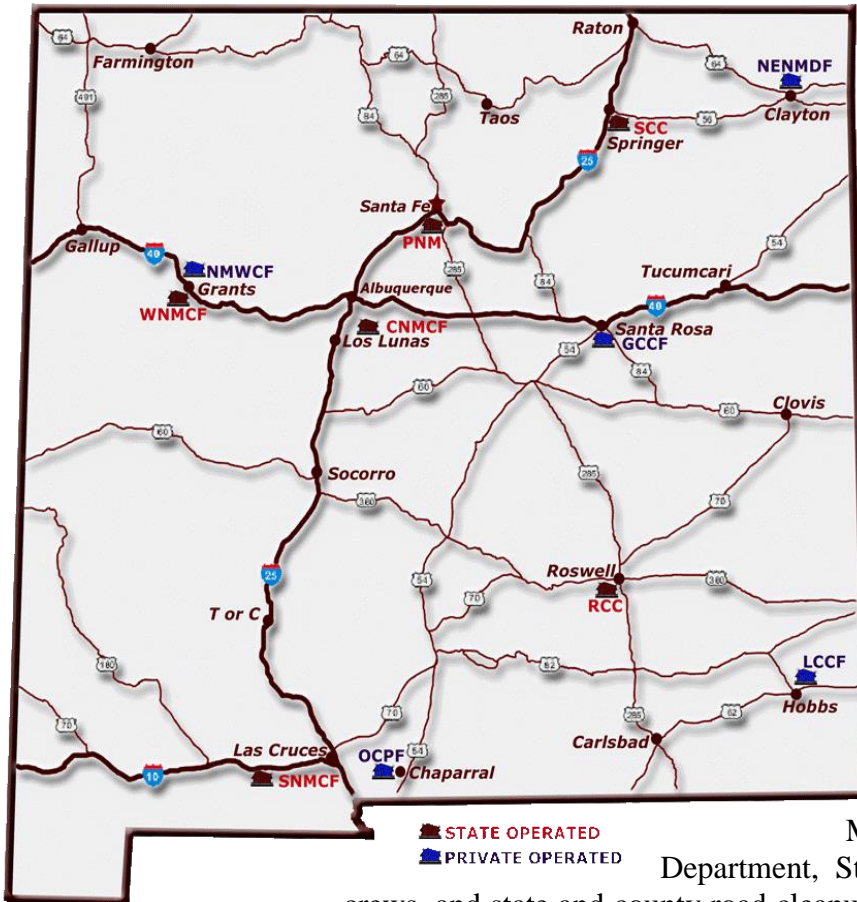
The Office of Security Threat Management is responsible for collecting, sharing and managing offender-centered intelligence to identify and mitigate threats to New Mexico's public safety. The Office is an integral part of adult prison and offender management operations. Classification of inmates at particular prisons is partially predicated on information provided by the Office of Security Threat Management on members of prison and street gangs. The intelligence gathered allows the Department to proactively prevent violence and detect or prevent the introduction of contraband into the prisons. The Office is the Department's liaison with federal, state, and local correctional and law enforcement agencies.

Public and Private Prisons. New Mexico has a total of 11 public and private prisons throughout the state. Six are state-operated and five are operated by a private vendor. The institutions are committed to keeping the public safe, not only during incarceration, but through release and discharge into the community. The commitment to public safety is supported through the educational and training services for inmates, and programs that establish strong relationships with communities. Medical and recreational programs ensure better health and reduce inmate stress and idleness.

The Penitentiary of New Mexico (PNM) is located south of Santa Fe on 470 acres of state-owned property. The prison has three units: Level II - minimum restrict, Level IV/V, and a Level VI – maximum security. PNM has the capacity to house 864 inmates and currently holds 844 inmates, or 98 percent of capacity. Thirty-one percent of the 864 inmates, or 268, are deemed eligible to work outside of the facility under direct supervision. Inmates are placed to work as porters at the prison facilities and administrative offices, and on road and park crews. The PNM employs 356 custody (security) and 112 non-custody (support) staff and has an FY14 budget of \$30 million.

The Southern New Mexico Correctional Facility (SNMCF) is located west of Las Cruces on 140 acres of Bureau of Land Management property and 261 acres of state-owned land. The prison has a total capacity of 768 inmates and currently houses 670, or 87 percent of capacity. The capacity is lower at this facility because of heating, ventilation and air conditioning upgrades to housing units. The main prison facility houses up to 480 moderate to high risk offenders classified as Level III – General population, Level IV – closed custody, and interim Level VI - segregation. Due to the large number of prison gang members at the facility, the security systems at SNMCF provide for increased supervision, small group controlled movement and intensive monitoring by the Office of Security Threat Management. The Level II facility holds a maximum of 288 low risk offenders who are eligible to work. The eligible inmates are able to participate in welding and automotive repair programs. The prison has 245 custody and 79 non-custody staff and an FY14 operating budget of \$20.4 million.

The Western New Mexico Correctional Facility (WNMCF) is located in Grants, New Mexico on 430 acres of land owned by the State Land Office. The prison has a maximum capacity to house 428 inmates in Levels II and III. Currently, it houses 346 male and 36 female inmates, or 89% of capacity. WNMCF houses a diverse population of inmates. WNMCF has 138 custody and 54 non-custody employees and an FY14 operating budget of \$12.6 million.



The Central New Mexico Correctional Facility (CNMCF) is located in Los Lunas on approximately 1,300 acres of state-owned land. The CNMCF is the largest prison in the state with an inmate capacity of 1,300. The prison is a multi-function facility which includes mental health treatment, long-term care, geriatric care, 24-hour medical care clinic, and serves as the reception and diagnostic center for all male inmates. The CNMCF is the only facility with inmates from all custody levels. The Level I Unit houses low-risk inmates that qualify for participation in off-site work programs, including Energy,

Minerals and Natural Resource Department, State Parks Division firefighting crews, and state and county road cleanup crews. Inmates can participate in the forestry certification training program which provides hands-on training and certification in wild land fire fighting and forestry maintenance. The CNMCF employs 356 custody and 121 non-custody staff and has an FY14 budget of \$31.7 million.

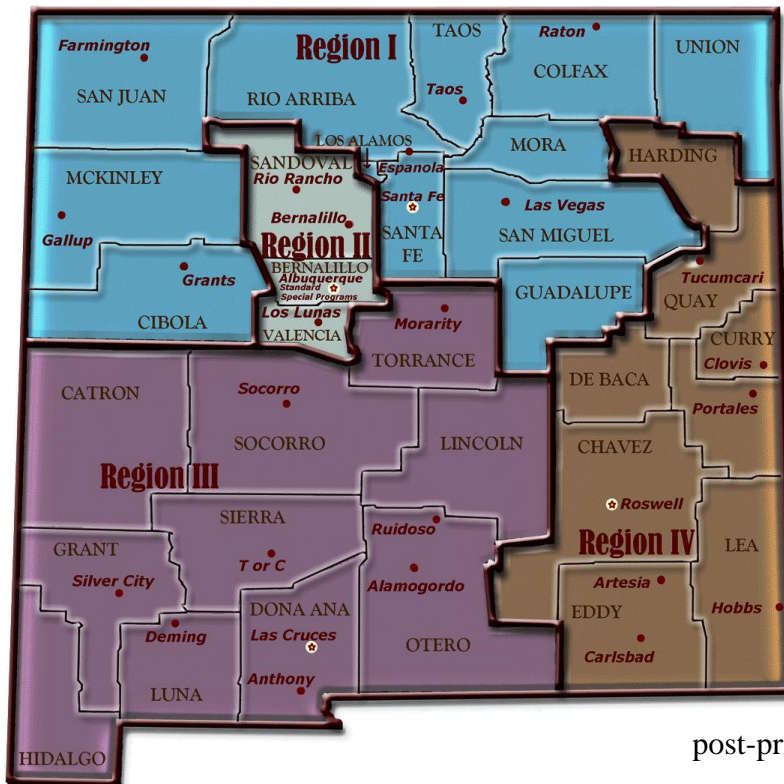
The Roswell Correctional Center (RCC) is located in Hagerman on 78 acres of state-owned land. The RCC is a Level II facility with an inmate capacity of 340. The facility is at 95 percent capacity currently housing 324 male inmates. In coordination with the County Fire Marshall the inmates provide a Volunteer Fire Department. The prison employs 54 custody and 27 non-custody staff and has an FY14 operating budget of \$5.5 million.

The Springer Correctional Center (SCC) is located on the former grounds of the New Mexico Boys' School on 4,000 acres of state-owned property within the perimeter of the facility. The SCC is a Level I and Level II correctional facility capable of housing 296 inmates. Currently, the prison is at 85 percent capacity or 254 inmates. Inmates may participate in the Cowboy Up!, a

program which rescues horses confiscated by the New Mexico Livestock Board. Inmates may also participate in programs that provide on the job training in the fields of automotive repair, baking, electronics, and parks and road cleanup. The prison employs 72 custody and 31 non-custody staff and has an FY14 operating budget of \$6.9 million.

The Department contracts with one private company and four counties for additional space to house its inmates. The Corrections Corporation of America provides the Department with a facility to house female inmates in Grants, New Mexico. The counties of Lea, Guadalupe and Union contract with the Geo Group for facilities to house over 2,494 or 39 percent of total NMCD male inmate population.

Community Programs. The purpose of the Community Offender Management Program is to provide programming, supervision, and residential and nonresidential placement services to offenders on probation or parole. These are cost-effective alternatives to incarceration. Emphasis is on high-risk offenders to better ensure the probability of them becoming law-abiding citizens, to protect the public from undue risk and to provide intermediate sanctions and post-incarceration support services. The Community Offender Management Program is made up of the Probation and Parole Division under the Deputy Secretary of Operations whose strategic objective is to promote public safety by enforcing probation and parole requirements through implementation of evidence-based assessment tools and rehabilitative programs. The Division has 399 positions statewide. The Division has four regions throughout the state (Albuquerque, Santa Fe, Roswell and Las Cruces) providing alternatives to incarceration and post-prison supervision services. Region II in the Albuquerque Metropolitan area has two offices, standard supervision and special programs. The Division also has a unit dedicated solely to community-based programs for offenders that have been assessed as having a higher risk for reoffending and who have multiple barriers to achieving success in the community.



The Community Offender Management Program is made up of the Probation and Parole Division (PPD) whose strategic objective is to promote public safety by enforcing probation and parole requirements through implementation of evidence-based assessment tools and rehabilitative programs. The Division has 374 positions statewide and a total operating budget of \$31.9 million. The Division has five regional offices throughout the state (two in Albuquerque, and one each in Santa Fe, Roswell and Las Cruces). The Program provides alternatives to incarceration and post-prison supervision services to

approximately 8,600 offenders per year. The Division also has a unit dedicated solely to community-based programs for offenders that have been assessed as having a higher risk for reoffending and who have multiple barriers to achieving success in the community. Community Corrections programming offers a low officer-to-offender ratio and aims to serve offenders whose treatment and service needs place them at a higher risk for reoffending.

Programs available include:

- Case and Resource Management, Supervision and Monitoring
- Job Development and Education
- Family Reunification (referral only)
- Substance Abuse Programming (includes drug testing)
- Volunteer Services
- Emergency Financial Assistance and Housing Assistance
- Residential Services
- Social and Cognitive Skills (incorporated into treatment groups)
- Mental Health Counseling
- Sex Offender Counseling
- Domestic Violence Treatment
- Anger Management
- Sex Offender Victim Counseling

Behavioral health services to offenders are provided by various providers through a single contract administered by the New Mexico Behavioral Health Purchasing Collaborative of which the NMCD is a member. The Division spends over \$5 million annually of its \$31.9 million budget to provide these services. There are 21 outpatient programs with 1,413 program slots of which one program is a men's residential program with 183 slots and another is dedicated to women with 48 outpatient slots and 12 halfway house slots. Outpatient programs run from a minimum of six months to a maximum of twelve months. Extensions beyond the twelve-month outpatient program period can be granted with the approval of the Community Corrections Administrative Office. Residential program stay is six months. Successful completion of a program is based on the individual offender's performance and ability to meet program requirements.

The New Mexico Men's Recovery Academy, located in Los Lunas, is a six-month residential treatment program for male offenders with substance abuse disorders. The Men's Academy can provide services for up to 183 offenders. The New Mexico Women's Recovery Academy is a six-month residential program for female offenders located in Albuquerque's South Valley. The Academy is divided into two tracks: the first provides substance abuse and mental health services to women with co-occurring disorders, and the second offers substance abuse services to women wishing to reunite with their children on campus. The residential portion of the Academy is six months in length, and can serve a maximum of 48 offenders at any given time. Co-located on the grounds of the Recovery Academy is the Women's Halfway House that provides up to four months transitional living space for women who generally access treatment services elsewhere in the community. The Women's Halfway House can serve up to 12 offenders.

The current budget for the Men's Recovery Academy is approximately \$1.5 million. Yet to operate the program at full capacity, or 183 residents, the budget needs are \$3.4 million. The budget for the Women's Recovery Academy is over \$1.5 million and the budget for the women's halfway house is \$212 thousand.

Program Support. The purpose of Program Support is to provide quality administrative support, direction and oversight to the department's operating units to ensure a clean audit, effective budget and personnel management, cost-effective management information system services, and cost-effective and targeted training. The program is made up of the Office of the Secretary and the Office of the Deputy Secretary of Administration.

The Offices of Public Relations, General Counsel and Professional Standards are part of the Office of the Secretary and are responsible for promoting public trust and agency transparency through media communication, professional and ethical representation and advocacy of the department's best interests in all legal matters, and assisting department administrators, supervisors, and employees in promoting and maintaining ethical conduct and effective and efficient corrections service, while assuring fair and equal treatment of department employees in the best interest of society at large.

Under the direction of the Deputy Secretary of Administration are the Administrative Services, Information Technology, the Training Academy Divisions, and the Office of Internal Audit and Compliance.

The Administrative Services Division (ASD) provides agency divisions and programs with direction, support, guidance and oversight over all fiscal, budgetary and property management activities through the development of consistent administrative and operational practices statewide. The Budget, Financial Management and Business Operations Bureaus within ASD ensure an internal control structure exists to enable compliance with statutory, regulatory and departmental administrative requirements while identifying opportunities to more efficiently and effectively operate the department. Staff in each Bureau is responsible for promoting accountability and transparency in state government by providing quality services. They also serve as the central point-of-contact with external agencies.

Under the direction of the NMCD Chief Information Officer, the Information Technology Division (ITD) is responsible for providing the highest quality technology-based tools and services to create and maintain strong information technology systems to support agency staff and promote agency efficiency and accountability. The ITD is divided into six sections: Infrastructure, Applications, Project Management, Research/Analysis, Business Analysis and Database.

The Research and Analysis section was created in FY14 and is designed to provide the Department with relevant research and analysis on inmate and offender populations and programs as a mechanism to drive cost-effective decisions that increase offender success upon release from prison and discharge from supervision.

The Training Academy Division provides full personnel management services for the Department and is responsible for recruiting and hiring qualified, talented and committed staff and train them appropriate to their responsibilities, delivering high quality training based on relevant and up-to-date public safety best practices that create professional and high performing teams, establishing succession planning to ensure stable continuity of operations and employee retention, and providing human resource and payroll support services to maintain a fair, equitable, and positive work environment.

In addition, the Academy provides training through an agreement with the U.S. State Department, to cadets from Mexico and Central American countries.

The office of Internal Audit and Compliance monitors the privately operated facilities for contract compliance, particularly on staffing levels and inmate releases. Through a system of regularly scheduled internal audits, the office of Internal Audit and Compliance also over sees policy compliance by publicly operated facilities to identify areas of operational weakness and then propose corrective action. To that end, the Office is developing an automated system to monitor, to the extent possible, the real-time security status of facilities. The Office also oversees the NMCD’s efforts to comply with the standards of the Prison Rape Elimination Act and to date, has trained over five hundred staff members in topics related to PREA to include specialized training for investigators, medical providers and behavioral health staff, and has developed an automated screening tool to measure inmates’ risk of being sexually victimized or for being sexually abusive. The Office also responds to inmate appeals of placement in Level VI and performs critical incident reviews, as well as managing the annual review of NMCD policies and monitoring facility efforts to maintain ACA accreditation.

NMCD Employees. The Department employs staff with varied and diverse backgrounds, experience and education, skilled and unskilled. The Department is unique in that each facility is comparable to a self-contained community that provides housing, food, medical, library, recreational, and religious services to its inmates.





Male Employees



Female Employees

FTE Count	1,304	FTE Count	612
Average Age:	44.6	Average Age:	44
Caucasian:	330	Caucasian:	199
Hispanic/Latino:	837	Hispanic/Latino:	340
African American:	52	African American:	5
Native American:	44	Native American:	43
Asian:	10	Asian:	6
Pacific Islander:	2	Pacific Islander:	0
Unreported:	29	Unreported:	19

The NMCD provides specialized training for Correctional and Probation and Parole Officer candidates throughout the year at its academy in Santa Fe and at satellite academies across the state when possible. The economic crisis caused a decline in the number of academies conducted throughout the year and the number of graduates. In FY13, the number of graduates was close to the FY09 levels.

			
Probation and Parole Officers		Correctional Officers	
FY08	57	FY08	213
FY09	39	FY09	155
FY10	35	FY10	110
FY11	22	FY11	72
FY12	26	FY12	120
FY13	49	FY13	144

Performance Measures

Measure	July	August	September	October	November	December	January	February	March	April	May	June	Measure to date	TARGET FY13	Preferred Trend up (↑), down (↓) or equal (=)
Percent turnover of correctional officers in public facilities	9.58%	6.97%	8.42%	8.49%	7.84%	7.84%	8.71%	8.27%	8.51%	8.36%	8.07%	8.13%	8.13%	13%	↓
Percent of female offenders successfully released in accordance with their scheduled release dates (IHP)	85.4%	84.9%	80.8%	76.9%	76.1%	76.8%	77.0%	77.6%	77.7%	77.3%	77.8%	77.5%	77.5%	90%	↑
Percent of male offenders successfully released in accordance with their scheduled release dates (IHP)	78.6%	80.9%	78.8%	78.8%	78.9%	79.8%	80.6%	80.8%	80.7%	80.8%	80.8%	80.7%	80.7%	90%	↑
Graduation rate of correctional officer cadets from the corrections department training academy	67.3%	no class	75.6%	62.5%	92.6%	no clas	no class	54.2%	no class	81.1%	no class	no class	81.1%	90%	↑
Number of escapes from a publicly run corrections department facility	0	0	0	0	0	0	0	0	0	0	0	0	0	0	‡
Escapes from a secure non-New Mexico corrections department facility	0	0	0	0	0	0	0	0	0	0	0	0	0	0	‡
Number of inmate-on-inmate assaults with serious injury	2	1	0	2	1	1	2	1	3	1	1	1	16	23	‡
Number of inmate-on-staff assaults with serious injury	0	0	0	3	0	0	0	0	1	0	0	1	5	10	‡
Grievances Filed	273	188	221	198	195	242	244	142	200	215	144	160	2422		=
Number of inmate grievances resolved informally	140	130	114	136	129	141	126	90	111	82	107	117	1423		=
Percent of inmate grievances resolved informally	51%	69%	52%	69%	66%	58%	52%	63%	56%	38%	74%	22%	55.8%	85%	↑
Percent of inmates testing positive for drug use (including inmates refusing to be tested) in a random monthly drug test	2.18%	1.92%	2.50%	2.70%	2.49%	2.53%	2.47%	2.37%	2.35%	2.22%	2.31%	2.19%	2.19%	<=2%	<=2%
Number of employee union grievances filed			9			4			6			6	25	66	=

Measure	July	August	September	October	November	December	January	February	March	April	May	June	Measure to date	TARGET FY13	Preferred Trend up (↑), down (↓) or equal (=)
Number of employee union grievances resolved prior to arbitration (may take up to three months for a resolution prior to arbitration) - will be behind three months			9			3			4			3	19	61	=
Percent of employee union grievances resolved prior to arbitration			100%			75%			67%			50%	76%	95%	↑
Daily cost per inmate, in dollars for prior year												\$ 95.49	\$95.49	\$106.65	↓
Percent of prisoners reincarcerated back into the corrections department within thirty-six months- Reported Quarterly			46.6%			46.8%			48.3%			46.6%	46.6%	47%	↓
Percent of prisoners reincarcerated back into the corrections department within thirty-six months due to new charges or pending charges- Reported Quarterly			23.8%			24.0%			25.5%			24.3%	24.3%	40%	↓
Percent of prisoners reincarcerated back into the corrections department within thirty-six months due to technical parole violations- Reported Quarterly			22.5%			21.7%			21.5%			21.1%	21.1%	25%	↓
Percent of sex offenders reincarcerated back into the corrections department within thirty-six months - Reported Quarterly			33.3%			41.8%			41.2%			27.8%	27.8%	40%	↓
Average number of days an inmate waits for medical, dental or psychiatric services	3.8	2.9	3.9	4.4	4.4	4.5	2.5	4.1	2.3	3.4	3.8	3.9	3.62	<=3	<=
Percent of standard healthcare requirements met by medical contract vendor. NOTE: Reported every six months						88.7%							88.7%	87%	↑
Percent of therapeutic community graduates reincarcerated within thirty six months of release												18.6%	18.6%	40%	↓
Number of inmates with a history of domestic violence receiving domestic violence prevention education	X	X	X	X	X	X	X	X	X	X	X	X		50	=
Number of victims of domestic violence receiving domestic violence education to include availability of resources and/or support	X	X	X	X	X	X	X	X	X	X	X	X		50	=

Measure	July	August	September	October	November	December	January	February	March	April	May	June	Measure to date	TARGET FY13	Preferred Trend up (↑), down (↓) or equal (=)
Percent of department staff trained on legal subjects to include but not limited to unlawful discrimination, sexual harassment and internal policy and procedures												80.1%	80.1%	100%	=
Percent of institutional programming staff, probation and parole officers and supervisors, classification, Addiction Services Bureau and Mental Health Bureau staff trained in motivational interviewing techniques													0	100%	=
Percent of eligible sex offenders within three years of release that are receiving treatment	47.5%	49.0%	50.3%	51.6%	50.8%	53.0%	50.5%	51.3%	49.5%	53.6%	54.5%	56.1%	56.1%	65%	↑
Recidivism rate of success for offenders after release program by thirty-six months			27%			28.20%			28.20%			28.20%	28.2%	35%	↓
Percent of eligible inmates who earn a general equivalency diploma.			50%			50%			50%			69%	69%	78%	↑
Percent of participating inmates completing adult basic education			23%			30%			31%			31%	31%	32%	↑
Percent of released inmates who were enrolled in the success for offenders after release program who are now gainfully employed			78.1%			78.7%			78.7%			78.7%	78.7%	78%	↑
Report lost hours due to security and callouts			13.30%			9.9%			9.0%			6.0%	6.0%	13%	↓
Profit and loss ratio			8.11%			-6.27%			2.48%			18.83%	18.83%	Break even	↑
Percent of eligible inmates employed	2.2%	2.4%	2.2%	2.4%	2.3%	2.2%	1.8%	2.0%	2.3%	3.0%	3.0%	3.0%	3.0%	6%	↑
Percent turnover of probation and parole officers	0.3%	1.3%	2.8%	4.4%	4.7%	5.6%	7.5%	8.8%	10.7%	12.2%	13.5%	14.7%	14.7%	20%	↓
Average number of offenders in intensive or high risk supervision	21	21	20	21	20	21	21	21	20	17	18	22	22	25	↓
Percent of-out-of office contacts per month with offenders on high and extreme supervision on standard caseloads	91.4%	90.1%	94.3%	88.7%	95.2%	93.5%	86.4%	94.1%	91.1%	96.3%	82.9%	95.7%	91.6%	90%	↑
Percent of absconders apprehended	14%	15%	16%	6%	6%	9%	12%	11%	10%	12%	14%	13%	13%	10%	↑
Average standard caseload per probation and parole officer	110	98	101	110	105	109	107	97	104	107	118	108	108.0	95	= +/-5
Average intensive supervision program caseload per probation and parole officer	20	18	18	19	18	20	21	19	18	17	17	17	18.50	20	= +/-5

Measure	July	August	September	October	November	December	January	February	March	April	May	June	Measure to date	TARGET FY13	Preferred Trend up (↑), down (↓) or equal (=)
Percent of female offenders who complete the residential treatment center program report every six months						86%						86%	86%	75%	↑
Percent of female offenders who complete the halfway house program report every six months						100%						100%	100%	75%	↑
Average community corrections program caseload per probation and parole officer	23	23	23	30	28	30	29	26	25	27	28	32	32	30	= +/-5
Percent of male offenders who complete the residential treatment center program report every six months						79%						79.3%	79%	75%	↑
Legend		PS P530	IMAC P531	CI P533	COM P534	CC P535									