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# Fiscal Year 2023 STRATEGIC PLAN



STATE OF NEW MEXICO

AGENCY

**New Mexico  
Corrections Department**

# Leadership



## *A message from the Cabinet Secretary*

Serving the people and the agency that I have been a part of for more than 20-years is the most humbling experience of my life. From my start as a classification officer to my role as cabinet secretary and those in between, I have been honored to learn from the very best corrections professionals in the nation: the intricacies of safe prison and field operations, why programs and education are vital, and how taking care of one another and providing service to our populations is the foundation of all we do. Most importantly, I have learned that every person choosing to work in this field has been called to service. We may have different why's. Whether called to educate, improve the lives of others, support a family, in dedication to public safety, or because we didn't know our next step and gave corrections a shot, we all found a place to fulfill the call to service.

In the time since 2019, the New Mexico Corrections Department has made substantial changes to increase and improve opportunities for justice involved populations. Through the challenges of the pandemic and the oft uncomfortable nature of changing what's always been done, staff of this agency have risen and have persevered. There is always more work to be done and room to improve and as I look toward the future, I have absolute confidence in the professionals of NMCD. The collective excellence and hard work of this team will continue to create successful outcomes for our populations and the State of New Mexico.

Thank a corrections professional for their commitment to answering the call to serve.

With respect and appreciation,  
Alisha Tafoya Lucero





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# Mission, Vision and Values

## **OUR MISSION**

Strengthen New Mexico Communities through effective community supervision, creating safe and professional institutional environments, and providing those entrusted to our care with opportunities for positive personal growth and self-development

## **OUR VISION**

A Stronger New Mexico

## **OUR VALUES**

Respect, Integrity, Service, Encouragement



# New Mexico Corrections Department Overview

## About Us

The New Mexico Corrections Department (NMCD) is composed of 5 budgetary program areas; Inmate Management and Control (IMAC), Community Offender Management (COM), Reentry Division (RD), Corrections Industries (CI), and Program Support (PS). We are New Mexico’s third largest executive agency with more than 2,521 full-time employee positions including correctional and probation and parole officers, classification officers, records coordinators, behavioral health providers, educators, maintenance specialists, and many more.

In service under IMAC the Adult Prisons Division (APD) operates 8 correctional institutions and oversees 2 privately operated locations with a housing capacity of just under 8,000. NMCD’s daily average population in calendar year 2021 was 5,683. To date, calendar year 2022 indicates an approximate population reduction of nearly 200, with an average daily population of 5,485. Within IMAC each facility provides case management, behavioral health, medical services, and education and vocational opportunities.

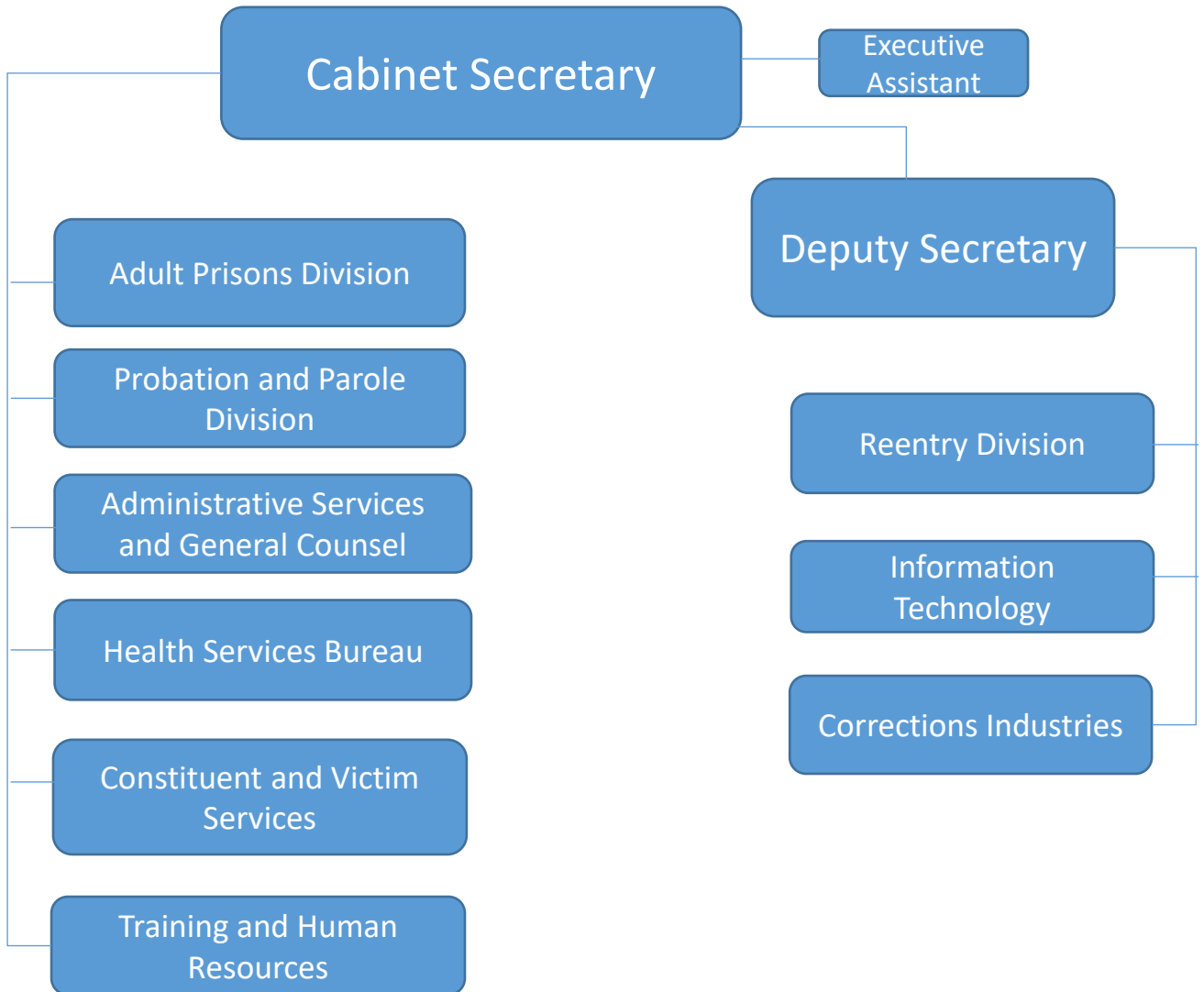
The Probation and Parole Division (PPD) is the primary focus of the COM and operates 5 regions made up of 46 district offices throughout New Mexico. These offices work to assist and supervise more than 16,000 people on probation and parole. The recently developed Reentry Division (RD) began as a collaboration between IMAC and COM aimed at taking a holistic approach with every offender. RD focuses on personal development, transition planning, parenting, workforce planning, increasing meaningful activities for incarcerated persons and those on community supervision. Corrections Industries (CI) works in connection to IMAC and RD and aims to provide vocational training, meaningful work activities, and produce goods and services while building skills among participating inmates.

Programs Support (PS) makes everything possible with their work in budget management, information technology, victim and constituent services, public relations, general counsel, the office of the secretary, and by providing instruction to corrections professionals through the training academy.

## Budget and FTE

Fiscal Year 2023	FTE	Budget (in thousands)
NM Corrections Department (Overall)	2,521	\$365,768.1
Program Support	151	\$ 15,038.7
Inmate Management and Control	1,857	\$286,715.2
Corrections Industries	24	\$ 5,747.3
Community Offender Management	359	\$ 34,722.0
Reentry	130	\$ 23,544.9

# Organizational Structure





# Inmate Management and Control (P531)

## Purpose of the Program

The purpose of the Inmate Management and Control program (IMAC) is to contribute to New Mexico communities by increasing public safety through operating safe and professional institutions and providing opportunities for offenders to succeed as contributing law-abiding citizens.

## Program Users

Judiciary, Public, Media, Federal, State, and Local Law Enforcement  
Communities, Non-profit Organizations, Government Entities, and Justice  
Involved Populations

## Benefits to New Mexicans

- Carry out Judgement and Sentences issued by the judiciary
- Provide safe placement and basic care and services for incarcerated individuals
- Offer behavioral health services to those entrusted to our care
- Intelligence gathering, monitoring, and sharing amongst law enforcement to reduce violence inside institutions and out
- Movement within facilities conducted with prudence and concern for the safety of the public, employees, and inmate populations
- Provide medical care for incarcerated individuals and ensure that releasing offenders receive medications upon release
- Offer educational opportunities to help offenders succeed in communities
- Provide self-help opportunities and basic life skill development to incarcerated persons





# Inmate Management and Control (P531) continued

## Program Goals and Objectives

- Maintain safe and professional institutional environments.
- Assist offenders with pre-release planning to ensure appropriate placement in communities post-release
- Conduct complete records audits to ensure release dates in accordance with statute
- Provide medical care equal to care available in communities through diligence contract monitoring and accountability measures
- Maintain employee morale through access to crisis intervention, stress debriefing, and health services
- Meet American Correctional Association standards
- Maintain compliance with all aspects of PREA
- Provide increased specialized treatment to sex offenders within our institutions
- Emphasize the serious impact substance abuse has on recidivism and take stringent steps to help offenders succeed in recovery
- Accurately report performance measure data and statutory compliance information
- Focus on the needs of persons identified as having serious mental health needs to ensure safe confinement and appropriate treatment
- Provide wide ranging religious services to all inmates

## Strategic Actions

- Appropriately manage available bed space
- Continue working in partnership with the University of New Mexico Institute for Social Research to align the classification process with the national best practices
- Align with Behavioral Health Collaborative members to determine cross over, leverage resources, team build, and strengthen services for justice involved populations
- Continued work towards building peer support education structure within facilities and in the community for improved outcomes.
- Increase work opportunities and basic life skills training for offenders while incarcerated
- Increase offender opportunities to build positive familial relationships
- In collaboration with RD, increase pre-release services to reduce post-release stressor
- Build dynamic capable confident leaders in all areas
- Maintain correctional emergency response teams within all facilities
- Ensure investigative skills development within security threat intelligent units across facilities
- Individualize recruitment efforts by region and facility to more accurately match potential applicants with geographically suitable assignments



# Inmate Management and Control (P531)

## Performance Measures

	Purpose/Measure	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Request
* Outcome	Vacancy rate of correctional officers in public facilities	27%	29.2%	25%	25%
Outcome	Vacancy rate of correctional officers in private facilities	45.5%	31.6%	25%	25%
Outcome	Percent of standard healthcare requirements met by medical contract vendor	87%	95%	98%	95%
* Outcome	Percent of release-eligible female inmates incarcerated past their scheduled release date	1%	1.2%	3%	3%
* Outcome	Percent of release-eligible male inmates still incarcerated past their scheduled release date	1%	1.3%	3%	3%
Outcome	Percent of inmates treated for hepatitis C with undetectable viral loads 12 weeks post-treatment	96%	90%	90%	95%
Outcome	Percent of HIV positive inmates with undetectable viral loads	96%	81%	95%	95%
* Output	Number of inmate-on-inmate assaults with serious injury	6	4	15	15
* Output	Number of inmate-on-staff assaults with serious injury	3	4	3	5
Explanatory	Percent turnover of correctional officers in public facilities	11.8%	15.8%	NA	NA
Explanatory	Percent of inmate grievances resolved informally	86%	82.7%	NA	NA
Explanatory	Percent of random monthly drug tests administered to at least ten percent of the inmate population that test positive for drug use	2%	3.2%	NA	NA
Explanatory	Number of escapes	0	1	NA	NA

\* - recommended for General Appropriation Act



# Community Offender Management (P534)

## Purpose of the Program

The purpose of the Community Offender Management Program is to achieve public safety through reduced recidivism by providing cost effective alternatives to incarceration, post incarceration support services, and intermediate sanctions. Emphasis is on high-risk and high-need offenders to facilitate sustained behavioral change by providing evidence-based programming, supervision, and residential and nonresidential placement services to offenders on probation or parole in our communities, reducing the probability of criminal behaviors.

## Program Users

Judiciary, Public, Media, Federal, State, and Local Law Enforcement Communities, Non-profit Organizations, Government Entities, and Justice Involved Populations

## Benefits to New Mexicans

- Conduct assessments utilizing evidence-based tools to safely supervise offenders in our communities
- Aid public safety by providing intensive oversight of offenders with high risk to reoffend
- In collaboration with RD, emphasize successful family reintegration by offering a variety of services to individuals on supervision
- Provide needs-based supervision levels in alignment with risk assessment and needs
- Maintain safer communities by partnering with other law enforcement agencies
- Educate employers on federal incentive programs to employee persons with felony convictions
- Improve post-release success through peer mentorship
- Increase offender success with expanded supportive housing and treatment services



# Community Offender Management (P534) Continued

## Program Goals and Objectives

- Provide case management and intervention
- Offer effective diversion programs and sentencing options to the judiciary and parole board
- Help offenders preparing to complete supervision by collaboratively developing behavioral health and life maintenance plans
- Provide wide ranging services to persons sentenced to probation and parole to include family counseling, substance abuse treatment, anger management, and cognitive behavior therapy
- Spearhead the implantation of the co-occurring disorders counseling track for men.
- Assist justice involved individuals by maintaining open communication with providers, offenders, and supervising officers
- Offer post-release housing assistance to those returning to New Mexico communities
- Maintain staff morale by providing wellness opportunities
- Further expand partnership with Project Echo to identify and onboard peer support workers

## Strategic Actions

- Resource focus on high-risk and high- need populations
- Establish procedures for employment assistance by helping offenders with applications and resumes, interview techniques, and access to employers
- Provide victim impact communication to offenders on supervision
- Foster a communication network with law enforcement partners to improve community safety
- Increase supervision of offenders in their communities
- Continue to innovate with supervision methods and enable officers to focus on high-risk and high-need offenders
- Identify parole violation causation to determine reasons for recidivation and concentrate resources on addressing violations impacting public safety



# Community Offender Management (P534)

## Performance Measures

### Performance Measures

	Purpose/Measure	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Request
* Outcome	Percent of contacts per month made with high-risk offenders in the community	96%	96%	95%	95%
Outcome	Vacancy rate of probation and parole officers	16%	21%	20%	20%
Output	Percent of absconders apprehended	24%	24.2%	25%	25%
* Quality	Average standard caseload per probation and parole officer	88	86	100	90
* Explanatory	Percent turnover of probation and parole officers	10%	11.2%	NA	NA
Explanatory	Number of offenders on the waiting list for intensive or high-risk supervision	0	0	NA	NA
Explanatory	Total number of offenders referred to evidence-based programming	32	NA	NA	NA
Explanatory	Percent of offenders referred to evidence-based programming successfully completing an evidence-based program	50%	NA	NA	NA

\* - recommended for General Appropriation Act



# Corrections Industries (P533)

## Purpose of the Program

The purpose of the Corrections Industries Program is to provide inmates vocational training and work experience to prepare them for employment upon release. The strategic objectives of the program are to promote new and profitable products and services that are affordable to customers, provide training and transferable skills for inmates, and reduce inmate idleness. The key measure of success is to reduce recidivism.

## Program Users

Judiciary, Public, Media, Federal, State, and Local Law Enforcement  
Communities, Non-profit Organizations, Government Entities, and Justice  
Involved Populations

## Benefits to New Mexicans

- Preparing assigned offenders with work skills
- Litter maintenance services to improve conditions on highways and state roads
- Self-sustaining, covering the cost of all offender CI programming without burdening taxpayers.
- Cost efficient furniture and wood crafts for sale to governments, non-profits, and the general public
- Skill building and workforce development for incarcerated and releasing individuals

## Program Goals and Objectives

- Encouraging creativity and increased self-esteem by creating a venue for inmates to sell works of art to the public
- To improve and expand work opportunities that teach incarcerated individuals trade skills and positive employment habits
- To engage in partnerships with small businesses and government entities to increase revenue for reinvestment to inmate activities
- Continue to engage with the film industry to increase revenue and enhance inmate education and opportunities

# Corrections Industries (P533)

## Continued

### Strategic Actions

- To incorporate vocational training courses with work programs to ensure that inmates are provided with proper training, hands on experience, and certification in various trades
- Work with local businesses and community leaders to increase presence in communities and grow enterprise functions
- Help facilities save money on basic needs by leveraging bulk purchase and resale options
- Increase community awareness of how corrections industries can work with local businesses and governments while helping inmates gain vocational training and work skills
- Expansion programming in the areas of horticulture, manufacturing, rail maintenance, film industry education, carpentry and welding
- Partner with local colleges and universities to provide diverse options for inmate learning opportunities and business viability
- Research, plan, and implement low-cost skill-building opportunities for inmates, with potential for revenue growth
- Establish internet presence and increase ability to increase revenue by engaging in online sales

### Performance Measures

	Purpose/Measure	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Request
* Output	Percent of inmates receiving vocational or educational training assigned to Corrections Industries	9%	23%	25%	25%

\* - recommended for General Appropriation Act





# Program Support (P530)

## Purpose of the Program

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.

## Program Users

Judiciary, Public, Media, Federal, State, and Local Law Enforcement  
Communities, Non-profit Organizations, Government Entities, and Justice  
Involved Populations

## Benefits to New Mexicans

- Provide direct services to crime victims and ensure compliance with on-time victim notifications
- Timely responses to the family members of our justice involved populations
- Keep the public informed on facility status and community engagement
- Ensure responsible fiscal administration of appropriations
- Employment offerings to community members with job fairs and recruitment events
- Maintain compliance with Inspection of Public Records Act requests
- Work with union leadership to ensure safe facilities and field equipment

# Program Support (P530) Continued

## Program Goals and Objectives

- Provide NMCD’s cadets with training to perform at the highest standards of professionalism
- Ensure procurement procedures are completed in accordance with statute
- Working to increase the agency’s ability to provide accurate data to requesting bodies with the ongoing development of the OMNI computer program
- Maintain accreditation with the American Correctional Association in all areas of administration
- Provide accurate and thorough human resource services for employees
- Operate legal office addressing public information needs, employee relations, policy review, and EEOC compliance
- Provide secure networks for database systems and agency data
- Maintain video surveillance equipment to ensure safety in institutions
- Draft and monitor contracts to ensure that service needs are being met in accordance with fiscal statuses
- Maintain open communications with lawmakers and community organizations

## Strategic Actions

- Modify training curriculum to accurately capture employment needs in facilities and in the field
- Increase recruitment by conducting Training Academy screenings at locations throughout the state
- Hold satellite academies in high-needs locations
- Expand course offerings to emphasize de-escalation techniques, officer safety, and staff wellness

## Performance Measures

		Purpose/Measure	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Request
	Quality	Percent of audit findings resolved from prior year	100%	0%	50%	50%
	Explanatory	Graduation rate of correctional officer cadets from the corrections department training academy	78.8%	78%	NA	NA
	Explanatory	Percent of employee union grievances resolved prior to arbitration	100%	100%	NA	NA



# Reentry (P535)

## Purpose of the Program

The purpose of the Reentry Program is to empower individuals to successfully transition out of incarceration through educational and cognitive programming, workforce development opportunities, prerelease coordination of care efforts to increase public safety, improve quality of life offerings for individuals with long lengths of stay, and to reduce recidivism among those transitioning from custody to community.

## Program Users

Judiciary, Public, Media, Federal, State, and Local Law Enforcement Communities, New Mexico Communities, Non-profit organizations, Community Service Providers, Government Entities, Colleges and Universities, Justice Involved Populations

## Benefits to New Mexicans

- Increase literacy levels across New Mexico
- Promote public safety through direct therapeutic interventions in the community
- Reduce recidivism through programs and services that provide skills and support needed to assist individuals in successfully transitioning into the community
- Provide educational and vocational opportunities to promote higher levels of well-being and economic attainment
- Stabilize communities, families, and individuals by providing housing assistance, ancillary resources, and family support services





# Reentry (P535) continued

## Program Goals and Objectives

- Offer evidence and research-based programming opportunities that improve outcomes
- Provide Adult Education and a path to a High School Equivalency credential or diploma to the eligible incarcerated population
- Sustain a professional learning community of instructors to ensure our instructional staff is motivated, innovative, and effective
- With IMAC, assist incarcerated individuals with prerelease planning to ensure successful post-release placement in communities
- In collaboration with COM provide community-based housing and supportive care services
- Accurately report performance measure data and statutory compliance information
- Meet American Correctional Association and Correctional Educational Association standards
- Coordinate volunteers and community organizations in providing services and outreach to the incarcerated population
- Facilitate access to a wide range of religious services for all incarcerated persons
- Increase opportunities for family reunification
- Develop a structured workforce and career technical education pathway

## Strategic Actions

- Incorporate COMPAS assessment into case planning to direct programming referrals and services
- Expand pre-release services to assist in obtaining vital documents including integration of MCD workstations in facilities
- Increase pre-release workforce readiness, programming opportunities
- Continued expansion in peer support training and utilization in facilities and communities
- Increase transitional and long-term supportive housing opportunities
- Increase basic life skills, parenting, and prerelease stress management for releasing individuals
- Cultivate relationships with tribal nations, tribes, and pueblos to facilitate religious practice and community reintegration
- Expand peer lead activities, arts and crafts, and interest groups in facilities to improve quality of life for all incarcerated persons

# Reentry (P535)

## Performance Measures

	Purpose/Measure	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Request
Outcome	Percent of prisoners reincarcerated within thirty-six months due to new charges or pending charges	14%	13.6%	17%	17%
Outcome	Percent of sex offenders reincarcerated on a new sex offense conviction within thirty-six months of release on the previous sex offense conviction	6%	0%	15%	5%
Outcome	Percent of sex offenders incarcerated receiving sex offender treatment	41%	31.6%	20%	40%
Outcome	Percent of inmates who have filled out a YES New Mexico application at time of release	99%	99%	99%	99%
* Outcome	Percent of prisoners reincarcerated within thirty-six months	44%	37%	45%	45%
Outcome	Percent of eligible inmates enrolled in educational, cognitive, vocational, and college programs	47%	45%	41%	45%
Outcome	Percent of sex offenders that have completed sex offender treatment	4%	15.7%	5%	10%
Output	Percent of eligible inmates who earn a high school equivalency credential	10%	7.7%	11%	10%
Output	Number of inmates who earn a high school equivalency credential	118	82	165	125
* Output	Percent of graduates from the men's recovery center who are reincarcerated within thirty-six months	28%	18%	25%	25%
* Output	Percent of graduates from the women's recovery center who are reincarcerated within thirty-six months	27%	17%	25%	25%
Output	Percent of prisoners reincarcerated within thirty-six months due to technical parole violations	32%	24%	35%	30%
Explanatory	Percent of participating inmates who have completed adult basic education	74%	9.7%	NA	NA
Explanatory	Percent of residential drug abuse program graduates reincarcerated within thirty-six months of release	22%	22%	NA	NA
Explanatory	Total number of inmates referred to evidence-based programming	2,380	2,812	NA	NA
Explanatory	Percent of inmates referred to evidence-based programming	15%	16.8%	NA	NA

\* - recommended for General Appropriation Act



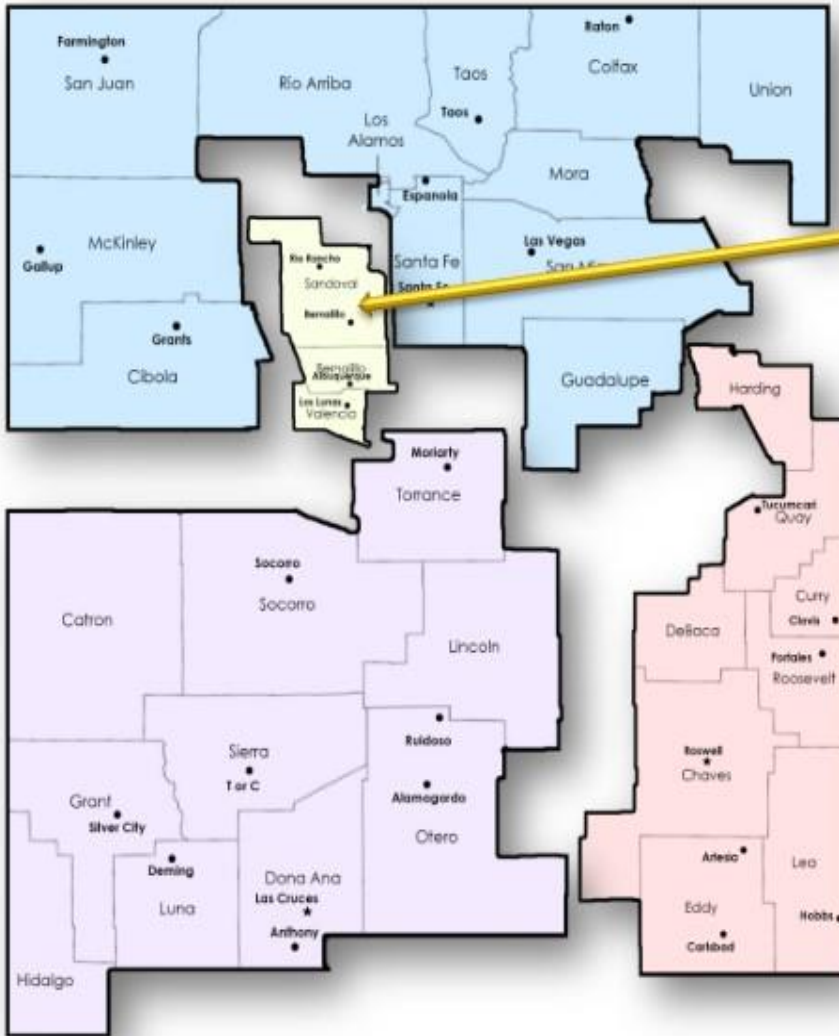


# APPENDIX

## Probation and Parole Region Breakdown and Office Locations

Region I

Region II



Region III

Region IV