

*New Mexico Corrections Department
Strategic Plan for Fiscal Years 2020 through 2025*



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

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

September 1, 2018

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 of over 7,100 inmates and supervision of over 17,000 offenders on probation or parole. NMCD provides bed space, meals, education, healthcare, programming and behavioral health services to inmates and community supervision for offenders on probation and parole.

While the previous two statements are true, both are over simplistic. The NMCD carries out a complex system of operations and programs designed to promote public safety, successful reintegration to the community, and recidivism reduction. Through the Adult Prisons Division, programs such as Restoration to Prison Population provide opportunities for inmates to renounce gang affiliation. The Health Services Bureau in collaboration with Project ECHO has embarked on the treatment of inmates infected with Hepatitis C and has initiated pilot programs for the treatment of HIV and management of Diabetes. Corrections Industries provides vocational training and the opportunity to work, and the Education Bureau provides opportunities for inmates to complete secondary and post secondary education programs. Through Community Corrections resources are offered to offenders in the community to address substance abuse through in/outpatient services, transitional living services, and basic life skills that we often take for granted such as balancing a checkbook or preparing for a job interview. The Training Academy delivers high quality basic and advance training aimed at developing highly functioning corrections professionals.

While the programs mentioned above highlight the many successes of the Department, NMCD is faced with a variety of issues that provide challenges to sustainable success. The prisons have experienced an increase in illicit drugs being introduced into the facilities. Inmates have grown more brazen and the Department has experienced an increase in inmate-on-staff assaults. Safety concerns are intensified by the entrance of a more violent population in our prison setting. The economic climate of the state has resulted in challenges to the Department's operating budget. Vacancies continue to strain the Department and overtime expenses have increased annually. Probation and parole officers maintain high caseloads and funding has been cut for treatment services for community offenders. The prison facilities continue to age and deferred maintenance needs continue to increase yearly.

Despite the challenges presented to NMCD, the Department presents a strategic plan that provides the framework for continued success and long-term sustainability. The NMCD staff recognizes the importance of this framework which is demonstrated through their commitment and adaptability in meeting the overarching goals.

Sincerely,

David Jablonski, Secretary of the New Mexico Corrections Department

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 over 2,447 FTE: 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 7,100 individuals incarcerated in the 11 prisons statewide and over 17,000 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 FY18, NMCD's probation and parole officers supervised approximately 17,000 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 approximately 5 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%, or \$40.4 million from FY09 to FY12. The general fund reduction impacted the Department's ability to immediately create or expand programs to habilitate or rehabilitate inmates. In six years, the general fund has increased to \$305.5 million in FY19 up from \$257 million in FY12 however, the increases have not been sufficient to cover the costs for inmate growth requiring deficiency and supplemental appropriations. A deficiency appropriation of \$4.7 million was awarded to help cover the expenses in FY14. A combined total of \$27 million was awarded for supplemental funding in FY15, 16, 17, and 18 to accommodate inmate growth and the treatment of Hepatitis C. Despite the budget woes, the NMCD is employing creative solutions to start new programs using existing resources, including expanding Corrections Industries' capabilities.

The future of our agency will hinge on the quality of our organization's leadership and the buy-in of our staff to this public safety approach. We have worked to turn a culture of containment into a culture understanding that reducing segregation, offering more programming and implementing more community supervision are the steps needed to reduce recidivism.

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

Economic Downturn and Budget Reductions

In FY16, oil and gas revenue shortages impacted the general fund resulting in the budget being reduced by \$1.7 million for NMCD. A special session occurred the fall of 2016 which resulted in a general fund reduction of \$4.5 million to the FY17 appropriation; meanwhile, NMCD continues to face increases in inmate population, overtime, a depletion of the workforce, overwhelming deferred maintenance and the cost of treating Hepatitis C. The NMCD has renegotiated contracts for medical and pharmaceutical services, assessed private prisons penalties for non-contractual compliance and has kept budget requests to a conservative level understanding that state revenues have been in a decline in recent years.

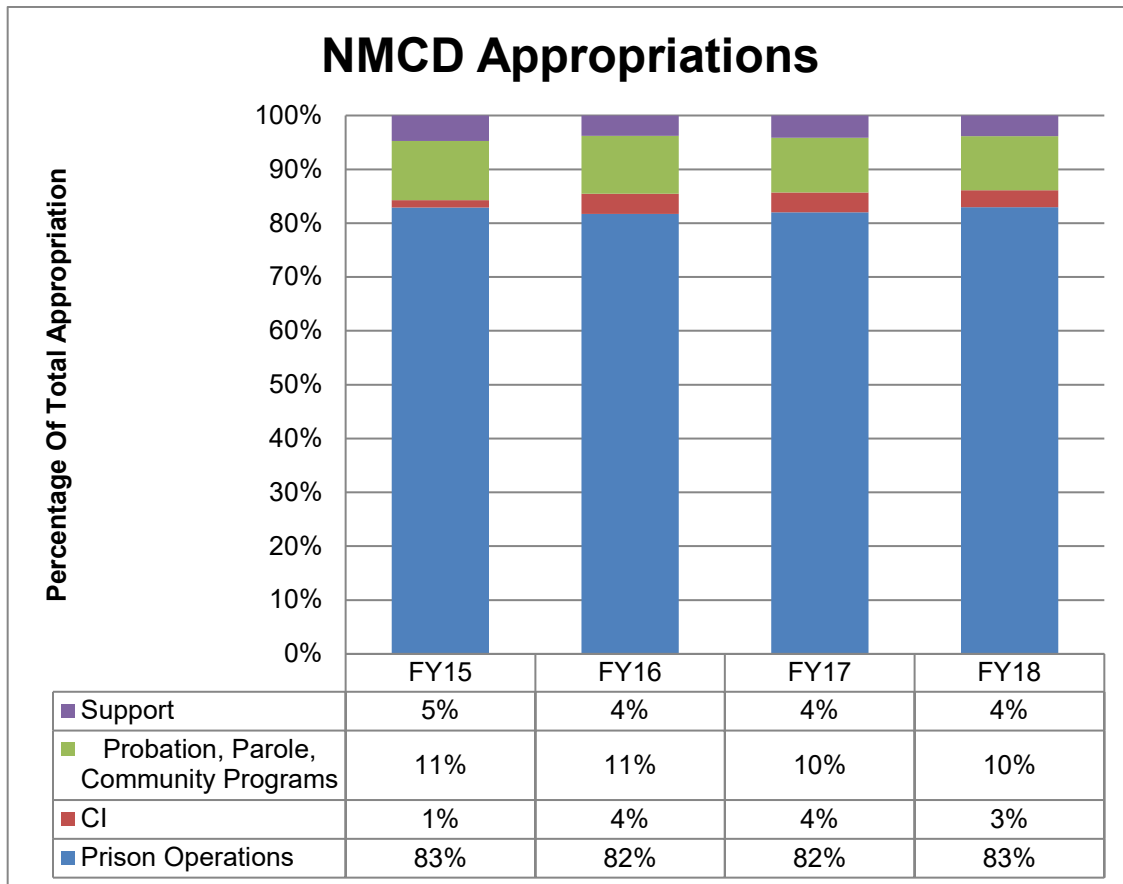
While the budget outlook during the downturn was of concern, the department committed to not returning to cost reduction measures of the past which often included reducing the amount of programming available to inmates.

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

NMCD has embraced recommendations on decreasing costs through reducing recidivism and partnered with outside agencies to include the Pew McArthur foundation to ensure evidence based prison programming. State run prisons remain institutions, due to their outdated architecture and infrastructure designs, that are not conducive to programming due to a lack of space. The department continues to embrace innovate ideas to utilize what we have and continue to expand programming options. The New Mexico Corrections Department is committed to promoting public safety while utilizing evidence based programs and promising practices in its development of formal policy relating to the quality and implementation of offender programming. Cost-benefit analysis will be utilized to ensure resources are being put into programs which provide measureable results to reduce recidivism.

Although large infrastructure improvement projects are not included in the Department’s operating budget, the lack of funding over the past few years has resulted in many critical projects being delayed or halted. In fact the deferred maintenance across the state currently sits over \$300 million when programming needs are taken into consideration.

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



Reflected below is the average cost per day for the incarceration of inmates in both the public and private facilities. The FY18 figures will be calculated and presented after the publication of the Department’s financial audit.

Prison Average Cost Per Day

Prison Facility	FY15	FY16	FY17
PNM	\$147.79	\$151.26	\$146.65
WNMCF	\$131.23	\$140.47	\$148.39
SNMCF	\$120.30	\$118.42	\$121.09
CNMCF	\$123.36	\$121.46	\$127.22
RCC	\$75.74	\$66.51	\$74.70
SCC	\$99.85	\$96.53	\$73.05
Private Prison (Males)	\$81.59	\$85.42	\$85.19

The New Mexico Corrections Department relies heavily on prison population forecasts prepared by the New Mexico Sentencing Commission (NMSC) for identifying prison capacity and budgetary needs. NMCD meets on a regular basis with the NMSC to review inmate population trends and to discuss factors that may affect population forecast. The NMSC reported a high count of 6,605 male inmates and 797 female inmates in FY18. As part their July 2018 forecast, the Sentencing Commission projects growth of 2% for males and to remain steady for females in FY19 over FY18.

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. Over the course of this administration the following key work systems have been implemented and are now contributing the NMCD public safety mission.

1. **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. **YES New Mexico Enrollment.** The NMCD recognizes that a 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 have inmates fill out a YES New Mexico application before they are released. Additionally, inmates are also enrolled in Medicaid so that hospital stays longer than 24 hours, for those eligible, cost will be covered thus potentially reducing medical costs the Department pays for inmates.

3. **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 allowed 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 allowed facility staff to concentrate on prison security and inmate programming.

4. **Increase Absconder Apprehension Initiatives.** In an effort to make New Mexico's neighborhoods safer, the Office of Security Threat Management Fugitive Apprehension Unit focuses on finding and arresting the more than 1,700 absconders from probation and/or parole. The unit also 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.

NMCD Strategic Objectives

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 **Ongoing**

Initiative 1.1: Establish relevant and sustainable policies. **Ongoing**

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

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**

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**

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

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

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

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

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. **Implementing**

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. **COMPLETED**

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. **Ongoing**

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

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

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. **Ongoing**

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. **Ongoing**

Implementing Initiative 5.3: Conduct surprise emergency preparedness drills with staff

and public safety partners. **Ongoing**

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

Ongoing

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 **Ongoing**

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**

Implementing Initiative 7.2: Develop a comprehensive transitional accountability plan (TAP) for every inmate. **Ongoing**

Implementing Initiative 7.3: Implement evidence-based programs at each facility. **COMPLETE**

Implementing Initiative 7.4: Provide quality standardized educational services to inmates based on needs. **Implementing**

Implementing Initiative 7.5: Provide evidence-based programming to inmates and offenders based on assessed needs. **Implementing**

Implementing Initiative 7.6: Establish strong inmate record certification system to ensure inmates are released based on certified dates. **Ongoing**

Implementing Initiative 7.7: Institute a correctional case management program that ensures inmate programming is based on risk and needs. **Implementing**

Implementing Initiative 7.8: Institute inmate programming based on risk and needs assessment and ensure inmates are participating in appropriate programming and completing assigned programming. **Implementing**

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

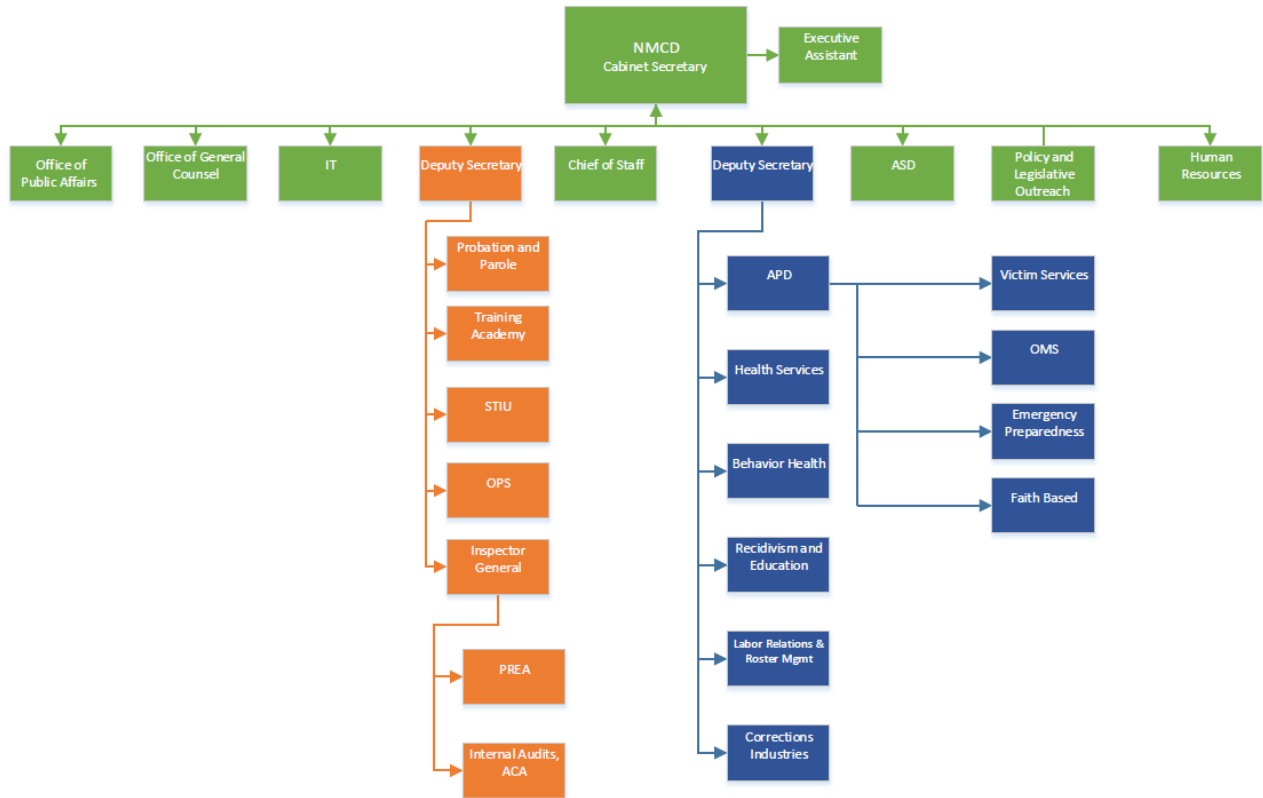
Implementing Initiative 8.1: Improve employment opportunities for inmates and offenders through inmate work programs and coordination with the Workforce Solutions Department. **Ongoing**

D. Workforce Management

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

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.



The two Deputy Secretaries are 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.

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 7,100 inmates on any given month. The New Mexico Sentencing Commission projects the high count of inmates for FY18 at 7,402 to increase by 74 inmates in FY19.

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.

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.

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 measurable outcomes to reduce recidivism. The task force 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.

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 811 inmates. Eligible inmates are placed to work as porters at the prison facilities and administrative offices, and on road and park crews.

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 728. The main prison facility houses 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, most of whom are eligible to work. The eligible inmates are able to participate in welding and automotive repair programs as well as wheelchair and bicycle restoration programs.

The Western New Mexico Correctional Facility (WNMCF) is located in Grants, New Mexico on 430 acres of land owned by the State Land Office. WNMCF has a total capacity of 423 with level III and IV inmates and currently houses 380 female inmates. The facility successfully made the mission change from a male to a female facility as evidenced by a recent successful ACA audit. The facility offers programming related to substance abuse treatment and gender responsive issues.

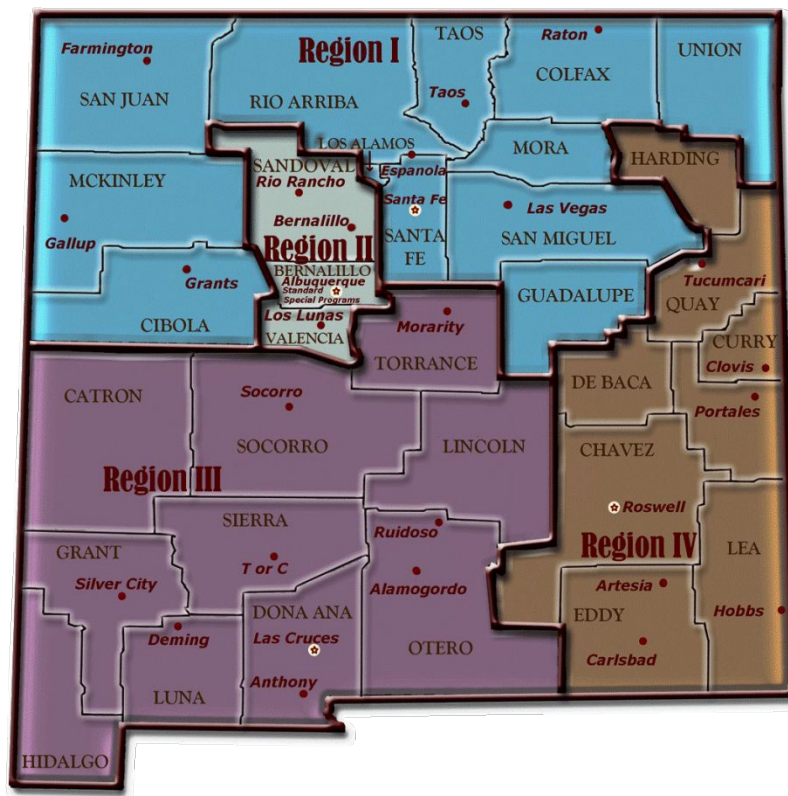
The Central New Mexico Correctional Facility (CNMCF) is located in Los Lunas on approximately 1,300 acres of state-owned land. The CNMCF is the largest prison in the state with an inmate capacity of 1,221 and a current count of 862. The prison is a multi- function facility which includes mental health 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 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 can house 340 and currently has 325. In coordination with the County Fire Marshall the inmates provide a Volunteer Fire Department.

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. SCC has a capacity of 437 and currently houses 393 female inmates. This facility along with WNMCF experienced a mission change from male to female inmates. The facility offers programs in job trades such as automotive repair, bakery, and cable technician. This facility also offers programming related to substance abuse and gender responsive issues.

The Department contracts with one private company and four counties for additional space to house its inmates. The Core Civic provides the Department with a facility to house inmates in Grants, New Mexico. The counties of Lea, Guadalupe and Union contract with the Geo Group for facilities to house inmates.

Community Programs. The purpose of the Community Offender Management Program is to provide evidenced based 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 five 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 five regional offices throughout the state (two in Albuquerque, and one each in Santa Fe, Roswell and Las Cruces). 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

The NMCD recently opened the first state-run transitional living program in Valencia County. The Pavilions currently houses 22 women but has room to expand dependant on budget availability. The department received very little funding for this project and took it on out of its own budget. We hope in future years to open more beds for offenders to release from prison to the program.

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 Department, through movement of funding in direct services, expanded this program to also include 16 dual diagnosis beds targeted toward hard to place release eligible inmates. 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. Based on community need, the Women's Recovery Program converted 12 transitional housing beds to residential program beds at the facility. The high needs of this growing population showed a greater need for residential treatment therefore PPD made the necessary changes within their budget means. The current budget for the Men's and Women's Recovery Academies is \$3.2 million. To expand the Men's program to full capacity, or 183 residents, the budgetary needs are another \$3.4 million. The budget for the women's halfway houses is \$845 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.

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 Facilities Management 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 Training Academy Division provides training and staff development 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. The Academy staff also approve and oversee five (5) satellite academy locations to include; Hobbs, Clayton, Las Cruces, Los Lunas and Grants. The satellite academies provide the same academic training for basic cadets, and augment the primary academy in Santa Fe, with training candidates who would otherwise possibly be delayed in employment

In addition, the Academy provides training through an agreement with the U.S. State Department, to cadets from Mexico and Central American countries; which includes developing instructors through a rigorous seven (7) week academy. Also, the Academy provides two (2) week mid-level leadership training, helping attendees to identify their personal leadership style and developing it through scenario based training and interaction with other attendees. Finally, the Academy has implemented a Certification By Waiver (CBW) program that gives credit of prior training to correctional and detention officers, who then attend two (2) week training and receive their state certification upon successful completion and passing a certification exam.

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 oversees 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.

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. Please see the some of the Training Academy highlights below:

- 280 applicants were screened and approved.
- The Training Academy hosted 7 Basic Training academies that produced 113 graduates which added to the NMCD as correctional and probation officers.
- The Training Academy also hosted 5 Certification by Waiver classes producing 93 graduates.
- The Advanced Training Section provided training for 1,250 participants.
 - Courses offered include:
 - Corrections 101
 - CPR/First Aid
 - Defensive Driving
 - Motivational Interviewing
 - Taser
 - Training for Trainers
 - Use of Force

NMCD Closing

The department will continue to strive to ensure public safety, be good stewards of taxpayer money and do the right thing. Our focus remains squarely on reducing recidivism and ensuring that offenders released back into our communities have been given all the tools needed to succeed, are monitored and supervised according and become taxpayers, contributing to this great state.