

Strategic Plan

20
25



NEW MEXICO
CORRECTIONS DEPARTMENT



New Mexico Corrections Department

Cabinet Secretary Alisha Tafoya Lucero



Under the leadership of our Governor, Michelle Lujan Grisham, the New Mexico Corrections Department has surpassed prior year accomplishments in fugitive apprehension, seizure of illegal narcotics and firearms, population assistance for Albuquerque's most resource intensive detainees, parole revocation reduction, treatment and supportive housing service resource availability, technical and vocational offerings in facilities, high school equivalency attainment, and higher education collaboration.

Over the last five years we have made monumental strides in staff wage increases and equity, advancement of reentry planning, development and expansion of peer mentorship models in facilities and communities, restrictive housing reduction to just 3% of the male population and elimination of restricted housing for females, and exponential increases in community treatment provider access. This year we have significantly reduced post-release barriers to successful reentry by ensuring offenders release with valid New Mexico identification and vital records in-hand and we have starkly improved access to medical care and access to technology in facilities with the agency's first ever roll-outs of inmate electronic health records and tablets.

These accomplishments and many others are only possible due to the hard work, creativity, and commitment of agency staff. I have been proud to serve the New Mexico Corrections Department since my first day in 2001. Since my appointment in 2019 I have focused on listening to the needs and concerns of our staff, community members, and justice involved populations to take the department to the next level. Their continued engagement will continue to momentum and innovation the coming year.

In gratitude,

A handwritten signature in black ink, appearing to be 'Alisha Tafoya Lucero'.

Alisha Tafoya Lucero,
Cabinet Secretary



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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, Service, Integrity,

New Mexico Corrections Department Overview



About Us

The New Mexico Corrections Department (NMCD) is comprised of 5 budgetary program areas: Inmate Management and Control (IMAC), Community Offender Management (COM), Reentry Division, Corrections Industries (CI), and Program Support (PS). We are New Mexico's fourth largest executive agency with more than 2,500 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 facilities and oversees 2 privately-operated facilities. All together, facilities have a housing capacity of just under 8,000. NMCD's daily average population, in calendar year 2023, was 5,593. The current population exceeds 5,600. Within IMAC each facility provides case management, behavioral health, medical services, education, and vocational opportunities.

The Probation and Parole Division (PPD) is the primary focus of COM and operates 5 regions made up of 46 district offices throughout New Mexico as well as an office of interstate compact. The regional offices work to assist more than 13,000 people on probation, parole, and dual supervision.

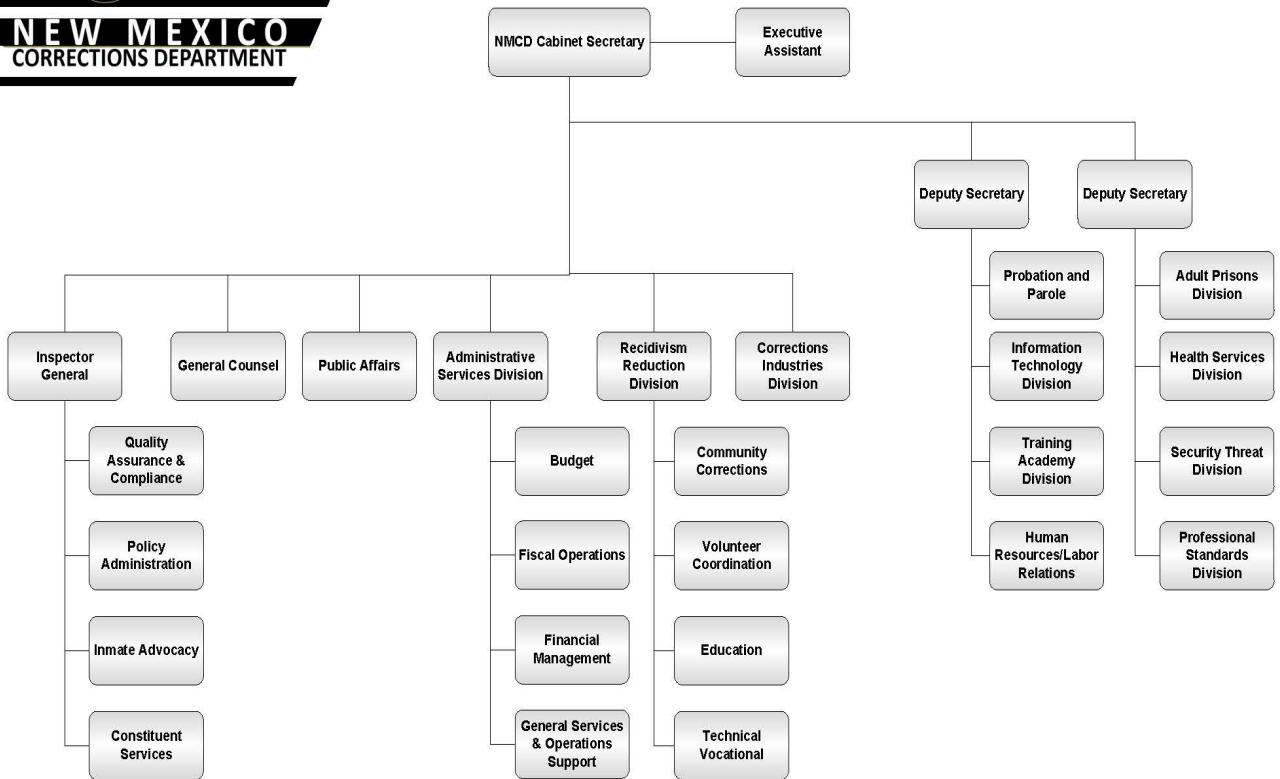
The Reentry Division began as a collaboration between IMAC and COM, and it is aimed at taking a holistic approach in helping offenders reenter society. The division focuses on personal development, education, vocational training, transitional preparation, and workforce planning. RD works closely with CI. Together, they aim to produce goods and services primarily for sale to state agencies non-profit groups while teaching inmates valuable life skills, and enabling them to gain trade experience.

Through 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, PS makes everything possible.

Budget and FTE

Fiscal Year 2025	FTE	Budget (in thousands)
NM Corrections Department (Overall)	2,521	\$368,819.3
Program Support	151	\$17,761.0
Inmate Management and Control	1,857	\$282,250.3
Corrections Industries	24	\$ 5,914.5
Community Offender Management	359	\$ 40,871.5
Reentry	130	\$ 22,070.0

Organizational Structure





Inmate Management and Control (P531)

Purpose of the Program

The Inmate Management and Control program (IMAC) serves a critical role in enhancing public safety by effectively overseeing the state's correctional facilities. The program aims to ensure that the facilities are operated in a secure, efficient, and professional manner while prioritizing the safety of the public and well-being of the inmates.

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, basic care, and services to incarcerated individuals
- Offer behavioral health and substance use disorder services to inmates in our care
- Intelligence gathering, monitoring, and sharing among law enforcement partners to reduce violence inside facilities and communities
- Provide self-help opportunities and basic life skill development to incarcerated persons enabling them to release with better communication abilities
- Movement within facilities conducted with 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 and vocational opportunities to help offenders succeed in communities
- Keep sentenced individuals safely out of communities throughout their term of incarceration
- Ensure family reunification services to strengthen bonds prior to release

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
- Provide medical care equal to care available in communities through diligent contract monitoring and accountability measures
- Maintain employee morale through access to crisis intervention, stress debriefing, and health services
- Enhance security while reducing restrictive housing
- Provide offenders with direct access to resolve concerns through inmate advocates
- Maintain compliance with all aspects of the Prison Rape Elimination Act (PREA) and American Correctional Association (ACA) standards
- Provide increased specialized treatment to sex offenders in facilities
- Focus on the needs of persons identified as having serious mental health and substance use disorders and ensure safe confinement and appropriate treatment
- Accurately report performance measure data and statutory compliance information
- Provide enhanced access to technology based communications and resources to offender populations

Strategic Actions

- Appropriately manage available bed space
- Fully implement the University of New Mexico Institute for Social Research classification findings to align the with national best practices
- Continue work with RD to grow peer support structures for improved outcomes
- With RD and CI, continue to increase work opportunities and basic life skills training for offenders while incarcerated
- Continue work on multiyear project upgrading locking devices and video capabilities
- Provide MOUD/MAT services to incoming offenders receiving such treatment
- Continue making strides in Hep C elimination
- Tablets revolutionizing offender engagement with family, access to education, library, religious resources and more have been introduced across facilities
- Build dynamic, capable, confident leaders in all areas
- Maintain correctional emergency response teams within all facilities
- Ensure investigative skills development within security threat intelligence units across all facilities
- Significant reduction of restricted housing where no females are just 3% of male offenders held in this status

Inmate Management and Control (P531)

Performance Measures



	Purpose/Measure	FY23 Actual	FY24 Actual	FY25 Budget	FY26 Request
* Outcome	Vacancy rate of correctional officers in public facilities	32.2%	29.7%	25%	25%
* Outcome	Vacancy rate of correctional officers in private facilities	33.8%	31.9%	25%	25%
Outcome	Percent of standard healthcare requirements met by medical contract vendor	99%	98%	98%	90%
Outcome	Percent of inmates treated for hepatitis C with undetectable viral loads 12 weeks post-treatment	85%	77%	95%	80%
Outcome	Percent of HIV positive inmates with undetectable viral loads	100%	100%	95%	95%
* Output	Number of inmate-on-inmate assaults with serious injury	7	13	10	10
* Output	Number of inmate-on-staff assaults with serious injury	4	2	4	4
Explanatory	Percent turnover of correctional officers in public facilities	12.2%	15.1%	N/A	N/A
Explanatory	Percent of inmate grievances resolved informally	72.7%	76.9%	N/A	N/A
Explanatory	Percent of random monthly drug tests administered to at least ten percent of the inmate population that test positive for drug use	1.4%	2.1%	N/A	N/A
Explanatory	Number of escapes	0	0	N/A	N/A
* Outcome	Average number of female inmates on in-house parole	N/A	1.92	10	10
* Outcome	Average number of male inmates on in-house parole	N/A	39.17	65	65
Outcome	Percent of release -eligible female inmates incarcerated past their scheduled release date	0.8%	D/C	D/C	D/C
Outcome	Percent of release-eligible male inmates still incarcerated past their scheduled release date	1.3%	D/C	D/C	D/C

* - 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 requiring and providing evidence-based and promising practices programming 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

- Provide thorough assessment using evidence-based tools to develop individual supervision plans on all offenders placed on community supervision
- Utilization of technological such as GPS monitoring to enhance supervision for high- risk community-based offenders
- Enhance public safety utilizing federal funding to increase fugitive apprehension operations throughout the state
- Improve outcomes for offenders with substance use disorder and mental health needs
- Collaborate with local, state and federal law enforcement agencies to enhance and promote public safety initiatives
- Support offender success through peer mentoring
- Increase offender success with expanded supportive housing and treatment
- Support employee growth and well-being by providing a diversified curriculum of training opportunities

Community Offender Management (P534) Continued



Program Goals and Objectives

- Provide a inclusive approach to offender supervision that recognizes the nature and extent of offender risk/needs through the utilization of evidence-based assessment tools
- Offer comprehensive services that address the needs of the offender and the underlying issues that impact their day to day lives
- Continue partnerships with Project ECHO, providing peer support services to all regions within the state
- Maintain strong lines of communication with all law enforcement partners to enhance community safety
- Increase fugitive apprehension operations throughout the state
- Offer effective programming and sentencing options to the judiciary and parole board
- Provide for a culture of learning and professional development for all probation and parole staff

Strategic Actions

- Support established community-based partnerships and continue to seek new collaborative partnerships that focus on positive behavioral health change
- Ensure community providers supply offenders with services addressing criminogenic needs to include mental health, substance abuse, sexual aggression, violence, employment, and vocation
- Provide evidence-based programming that supports the successful transition of offenders back into their family structure and communities
- Provide ongoing training to staff on effective use of assessment tools
- Regularly review and update assessment tools ensuring they align with current research and best practices
- Require exhaustive research and checks prior to declaration of absconder status
- Evaluate data to determine causation of parole violations and direct resources to address violations, improving public safety
- Provide a safe and supportive environment for staff; provide ample training opportunities for professional development and self-health care
- Deliver enhanced simulation and scenario based training in communication and de-escalation

Community Offender Management (P534) Performance Measures



	Purpose/Measure	FY23 Actual	FY24 Actual	FY25 Budget	FY26 Request
* Outcome	Percent of contacts per month made with high- risk offenders in the community	97%	N/A	95%	95%
* Outcome	Vacancy rate of probation and parole officers	19%	17%	18%	18%
Output	Percent of absconders apprehended	24.9%	27.0%	30%	30%
* Quality	Average standard caseload per probation and parole officer	83	76	88	88
Explanatory	Percent turnover of probation and parole officers	7.6%	8.9%	N/A	N/A
Explanatory	Number of offenders on the waiting list for intensive or high-risk supervision	0	0	N/A	N/A
Explanatory	Total number of offenders referred to evidence- based programming	N/A	N/A	N/A	N/A
Explanatory	Percent of offenders referred to evidence-based programming successfully completing an evidence-based program	N/A	N/A	N/A	N/A

* - recommended for General Appropriation Act

Corrections Industries (P533)



Purpose of the Program

The purpose of the Corrections Industries Program is to provide inmates with meaningful job training opportunities by teaching valuable technical and soft skills, as well as contributing to a safer prison environment for staff and inmates while providing valuable goods and services at a cost savings to the State of New Mexico. The key measure of success is the reduction of recidivism.

Program Users

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

Benefits to New Mexicans

- Reduce recidivism by enhancing individual's employability skills, leading to long-term success and reduction in the cost of incarceration
- NMCI is 100% receipt funded, operating at no cost to the taxpayers of New Mexico
- Skill building and workforce development for incarcerated and releasing individuals
- Litter maintenance services to beautify and improve conditions on highways and state roads
- Providing low-cost goods and services to government and non-profit organizations saving tax payer dollars
- NMCI supports our state's economy by purchasing raw materials, services, equipment, and supplies from New Mexico businesses

Program Goals and Objectives

- Enhance inmate education by expanding programming in key vocational areas
- Improve inmate compensation and contribute to community welfare
- Foster internal partnerships Workforce Solutions, and local educational institutions and employer organizations to provide comprehensive learning and employment pathways

Corrections Industries (P533) Continued



Strategic Actions

- Develop and implement education tracks in warehouse operations, carpentry, manufacturing, weaving, automotive technology, and welding
- Partner with local colleges and universities to enhance and diversify learning opportunities within these fields
- Expand partnership with Workforce Solutions (WIOA) and Reentry Division to ensure alignment with market demands and business viability
- Work with businesses to develop viable career tracks for returning citizens, ensuring a smooth transition into the workforce
- Introduce a self-sustaining weaving program wherein CI will provide supplies and the resulting products will be sold to the public to generate revenue
- Increase pay rates for inmates involved in educational and vocational programs
- Develop initiatives to refurbish wheelchairs for nursing homes, hospitals, VA facilities, and tribal members, providing meaningful work and community service opportunities for inmates

Performance Measures

		Purpose/Measure	FY23 Actual	FY24 Actual	FY25 Budget	FY26 Request
*	Output	Percent of inmates receiving vocational or educational training assigned to Corrections Industries	30%	21%	30%	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; cost-effective and targeted training; and effective and productive communication with constituents.

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 timely victim notifications
- Prompt responses to the family members of our justice involved populations
- Keep the public informed on facility status and community engagement
- Leverage social media channels to facilitate productive dialogue with constituents, cultivate a cooperative culture among personnel, and highlight department programming accomplishments
- Ensure responsible fiscal administration of appropriations
- Deliver basic and advanced training to staff, contractors, and volunteers incorporating best practices and scenario based offerings
- Employment offerings to community members through community partnerships, career fairs, and recruitment events
- Maintain compliance with Inspection of Public Records Act requests

Program Support (P530) Continued



Program Goals and Objectives

- Provide NMCD cadets interactive, reality based scenario training that incorporates best practices from around the country
- Ensure procurement procedures are completed in accordance with statute
- Work 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
- Maintain open communications with lawmakers and community organizations
- 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 statutes

Strategic Actions

- Modify training curriculum to accurately capture the current needs of our facilities and our field environments
- Increase class sizes and schedule parallel academies to meet the staffing needs of the department
- Incorporate new E-Learning platform to incorporate training materials from external agencies

Performance Measures

		Purpose/Measure	FY23 Actual	FY24 Actual	FY25 Target	FY26 Request
	Quality	Percent of audit findings resolved from prior year	73%	100%	Discont	N/A
	Quality	Number of prior year audit findings	N/A	N/A	4	4
	Explanatory	Graduation rate of correctional officer cadets from the corrections department training academy	79%	77%	N/A	N/A
	Explanatory	Percent of employee union grievances resolved prior to arbitration	100%	100%	N/A	N/A

* - recommended for General Appropriation Act

Reentry (P535)



Purpose of the Program

The purpose of the Reentry Program is to empower individuals to successfully transition out of the NMCD through educational and cognitive programming, workforce development opportunities, pre-release and post-release coordination of care efforts. This holistic approach aims to reduce recidivism among those transitioning from custody to community, offering hope for a brighter future and a more positive outcome.

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; and Justice Involved Populations

Benefits to New Mexicans

- Increase vocational trade skill levels across New Mexico creating employment ready citizens after incarceration
- Reduce pre-release stressors by connecting releasing individuals to supervising officers, arranging health care follow-up, and providing access to peer mentorship
- Stabilize communities, families, and individuals by providing housing assistance, ancillary resources, and family support services
- Provide medications, substance use disorder treatment, behavioral and mental health services in partnership with PPD
- Provide educational and vocational opportunities for individuals to obtain employment with a livable wage, promoting higher levels of well-being and economic attainment
- Promote public safety through direct therapeutic interventions in facilities and the community
- Reduce recidivism through programs and services designed to address social and emotional needs throughout the transition from facility to community

Reentry (P535) Continued



Program Goals and Objectives

- Offer evidence and research-based programming opportunities that support those in our care with positive outcomes and a reduction in recidivism
- Maximize the efficacy of educational programs utilizing Integrated Education Training, which incorporates Adult Education with vocational trades, and Post-Secondary Education with Certified Technical Education, thereby increasing educational attainment as well as improve sustained employability by NMCD's population
- Attract and retain top educational staff through professional development in partnership with the Higher Education Department
- In collaboration with COM, provide community-based housing and supportive care services to meet the needs of the returning citizen
- In partnership with COM and IMAC, assist incarcerated individuals with pre-release planning to ensure successful post-release placement in communities
- Continue to take a holistic approach to increase literacy by focusing on improving Measurable Skill Gains, Education Functioning Level, and High School Equivalency
- Develop a structured workforce and career technical education pathway in partnership with all regional Workforce Innovation and Opportunity Act (WIOA) boards as well as other community employment partners.

Strategic Actions

- Continue to process vital identification documents through MVD kiosks in all facilities, which are instrumental in expanding pre-release services
- Increase pre-release workforce readiness through increased vocational programming and expand partnerships with local workforce organizations and businesses for immediate employment opportunities upon release
- Expansion of peer support services to encompass healthcare education, reentry services, and community support available to the population in both NMCD facilities and outside communities
- Increase transitional and long-term supportive housing opportunities
- Increase soft skills programming for inmates to include interview skills, resume building, and financial literacy
- Cultivate relationships with tribal nations, tribes, and pueblos to facilitate religious practice and community reintegration
- Incorporate technology via computer tablets for all incarcerated inmates to ensure educational opportunities are available to the incarcerated population

Reentry (P535)

Performance Measures

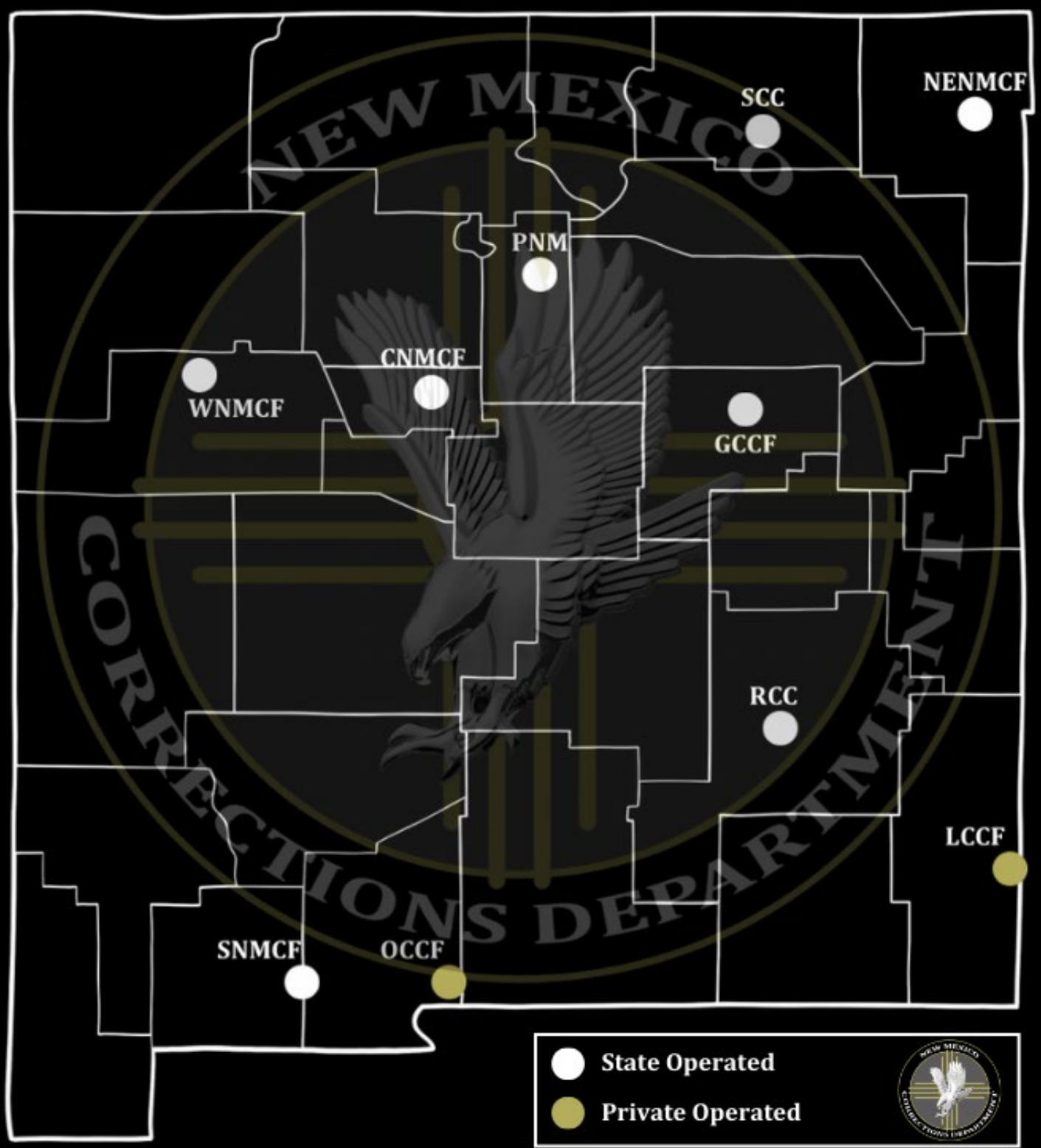


		Purpose/Measure	FY23 Actual	FY24 Actual	FY25 Budget	FY26 Request
* Outcome		Percent of prisoners reincarcerated within thirty-six months due to new charges or pending charges	16.9%	17.98%	17%	18%
* Outcome		Percent of sex offenders reincarcerated on a new sex offense conviction within thirty-six months of release on the previous sex offense conviction	3.89%	3%	5%	5%
Outcome		Percent of sex offenders incarcerated receiving sex offender treatment	20%	41%	20%	20%
Outcome		Percent of inmates who have filled out a YES New Mexico application at time of release	98.5%	96.0%	99%	99%
* Outcome		Percent of prisoners reincarcerated within thirty-six months	35.9%	39.19%	40%	40%
* Outcome		Percent of eligible inmates enrolled in educational, cognitive, vocational, and college programs	51.2%	68%	60%	60%
Outcome		Percent of sex offenders incarcerated that have completed sex offender treatment	9.3%	48%	16%	16%
* Output		Percent of eligible students who earn a high school equivalency credential	15.4%	75.0%	80%	75%
* Output		Number of students who earn a high school equivalency credential	184	236	165	185
* Output		Percent of graduates from the men's recovery center who are reincarcerated within thirty-six months	17%	19%	20%	23%
* Output		Percent of graduates from the women's recovery center who are reincarcerated within thirty-six months	11%	23%	20%	23%
* Output		Percent of prisoners reincarcerated within thirty-six months due to technical parole violations	19.0%	21.2%	20%	9%
* Explanatory		Percent of participating students who have completed adult basic education	15.4%	75%	N/A	N/A
* Explanatory		Percent of residential drug abuse program graduates reincarcerated within thirty-six months of release	19%	26%	N/A	N/A
Explanatory		Total number of inmates referred to evidence-based programming	2575	4058	N/A	N/A
Explanatory		Percent of inmates referred to evidence-based programming who complete the program	21%	41%	N/A	N/A
Outcome		Percent of prisoners reincarcerated within thirty-six months due to absconding	11.6%	13.3%	30%	13%

* - recommended for General Appropriation Act

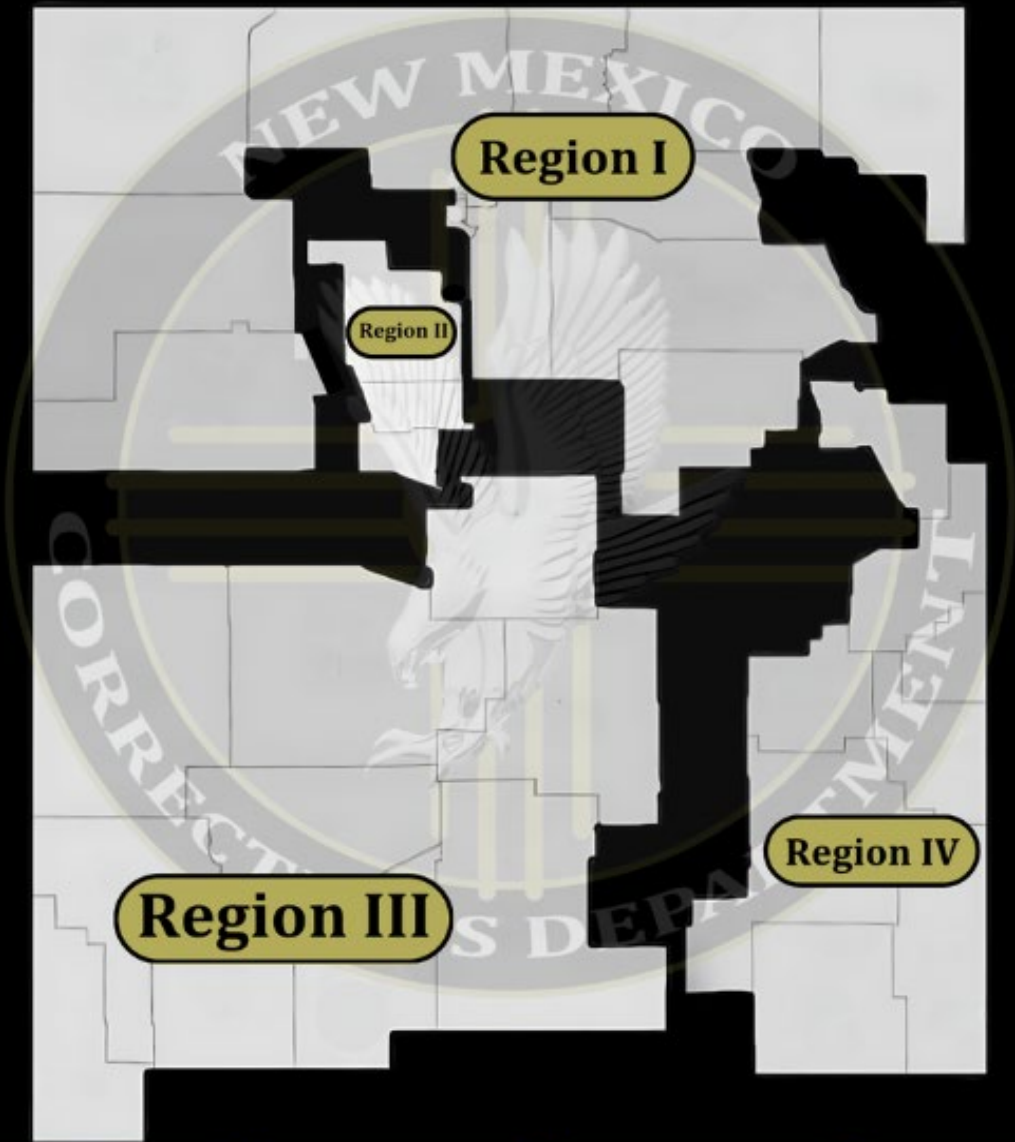
APPENDIX

Inmate Management and
Control Facility Locations



APPENDIX

Probation and Parole Region Breakdown and Office Locations



Region I

San Juan, Rio Arriba,
Taos, Colfax, Union,
McKinley, Cibola, Los
Alamos, Mora, Santa
Fe, San Miguel, and
Guadalupe Counties

Region II

Sandoval,
Bernalillo, and
Valencia Counties

Region III

Catron, Socorro,
Torrance, Lincoln,
Grant, Sierra,
Hidalgo, Luna, Dona
Ana, and Otero
Counties

Region IV

Harding, Quay,
Curry, Debaca,
Roosevelt, Chaves,
Eddy, and Lea
Counties