



NEW MEXICO CORRECTIONS DEPARTMENT STRATEGIC PLAN 2009-2010

VISION

The New Mexico Corrections Department (NMCD) is committed to public safety by operating a professional corrections system that provides programs for habilitation and rehabilitation whereby offenders have opportunities to return to communities as productive members of society.

MISSION

NMCD provides a balanced systems approach to corrections, from incarceration to community-based supervision, with training, education, programs, and services that provide opportunities for offenders to successfully transition to communities.

DEPARTMENT GOALS AND OBJECTIVES

There are six performance-based budget programs beginning on page 28, that outline activities and strategies necessary to achieve the department's goals and objectives. The goals and objectives are stated below.

Goal 1. Balanced System Approach for All Offenders

Provide alternatives to incarceration by mandating additional services, treatment and a continuum of supervision - from offenders in prison to parolees and probationers under community supervision.

Objectives

Prisoners

- Screen and evaluate prisoners at the time of entry into NMCD and throughout their incarceration by implementing the Correctional Offender Management Profile for Alternative Sanctions (COMPAS) risk and needs assessment, to ensure each

individual receives appropriate programs and services.

- Provide evidence-based programs and services, including medical and mental health care, addictions treatment, education, employment training, faith-based programming, gender-specific programs and services for women.
- Adequately screen and evaluate prisoners at the time of entry into NMCD and throughout their incarceration by implementing a risk and needs assessment, to include the COMPAS risk needs and Reentry Pilot Project developed by North Pointe. Make available to each individual that they receive the appropriate programs and services, including gender responsive programs and services for women.
- Administer the Relational Inquiry Tool to 200 male prisoners and 200 female prisoners.
- Expand domestic violence prevention programs for victims and perpetrators at all prisons.
- Prioritize supervision and treatment resources for higher risk offenders based on the COMPAS.
- Develop Transition Accountability Plans (TAP) for each offender in the system, designed to monitor progress during incarceration and possible barriers to success after release.
- Target interventions to offender needs related to risk and need.
- Establish reentry centers at each prison to enhance the effective preparation of prisoners for release and provide opportunities to successfully return to the community.
- Expand partnerships with other state agencies for the purposes of maximizing resources for shared clients and their families.

Probationers and Parolees

- Using geo-mapping to determine areas characterized by large numbers of former offenders and assess service and program capacity in those areas.
- Provide enhanced programs and services for offenders assigned to probation and parole supervision.
- Prioritize supervision and treatment resources for high risk and high need offenders based on the COMPAS.
- Enhance probation and parole community policing efforts in cooperation with law enforcement entities, and community-based programs, in order to effectively supervise high risk/high need offenders, increase public safety, and reduce recidivism.

- Continue to provide gender-specific community supervision for women parolees and probationers.

Goal 2. Population Control

Objectives

- Continue to closely monitor the offender population to the greatest extent possible with pre-existing staff, facility, and fiscal resources.
- Manage the prisons population and minimize the need for prison construction by utilizing policies, procedures and practices that allow for the appropriate release of prisoners.
- Continue to optimize lower cost prison beds and community programs.

Goal 3. Comprehensive Approach to Female Offenders

Objectives

- Continue to strengthen reentry initiatives that foster a seamless transition from prison to parole and probation under community supervision.
- Seek additional innovative gender specific programs and services for the female population.
- Continue to promote family reunification programs for incarcerated mothers and their children by utilizing a family focused concept.
- Expand the gender specific caseload pilot project for females on probation and/or parole and strengthen community resources for women inmates and staff.
- Continue providing gender responsive training for all staff. Implement recommendations from House Memorial 3 Task Force, as outlined in their report to NMCD's Cabinet Secretary.

Goal 4. Lower the Cost of Corrections

Objectives

- Continue negotiations to reduce per diem rates and/or annual cost increases to private prison contracts.
- Continue to reduce the incarceration rates for probation/parole violations and increase the utilization of graduated community sanctions as an alternative. Provide additional treatment services in the community.
- Require budget accountability from directors, wardens, region managers, budget

managers, and program managers.

- Expand the use of facilities management initiatives and technological resources where available to lower operating costs.

Goal 5. Reduce Exposure to Litigation – Federal and State Courts

Objectives

- Provide quarterly training to facility records personnel regarding judgments and sentences, forfeitures, lump sum awards, and any decisions affecting an inmate's time and incarceration stipulations.
- Continue planning efforts to develop the automated sentence calculator to replace manual good time figuring sheet.
- Meet constitutional requirements and federal and state regulations in policy and procedures in practice.
- Ensure staff is familiar with policy revisions and modifications, and familiar with new policies upon implementation.
- Continue NMCD Central Office oversight of policy development and review, and ensure that policies are reviewed, revised and reorganized appropriately.
- Disseminate policies to staff for input and updates prior to revisions.
- Continue to apply fair, non-discriminatory personnel policies and practices.
- Adhere to the philosophy and practices of the American Correctional Association (ACA) established by the Joint Commission on Accreditation and continue accreditation and reaccreditation efforts.
- Maintain ACA accreditation for all applicable areas of the department including the following divisions: Adult Prisons, Probation and Parole, Training Academy, Corrections Industries and Central Office administration.
- Increase legal services resources to investigate department staff and/or prisoner misconduct and review problematic or questionable judgment and sentences. Continue to provide specialized training for investigators to include investigating sexual misconduct allegations in accordance with the Prison Rape Elimination Act (PREA).
- The Office of General Counsel will attempt to reduce exposure to litigation under the surviving provisions of the Duran Consent Decree and the Population Control Act by providing proactive advice to the Secretary of Corrections and appropriate senior level administrators regarding prisoner population limitations.
- Assign a NMCD PREA Coordinator to oversee PREA and implement PREA

initiatives in each prison to the greatest extent possible.

Goal 6. Enhance Public Relations and Education Efforts

Objectives

- Continue to expand the statewide Executive Reentry Committee to include membership from cabinet-level leaders, the Governor's office, prison staff, Probation and Parole staff and the Parole Board.
- Expand the Reentry Steering Committee to include all deputy level members, ensuring the Committee has a clear charter.
- Assist in the establishment of local reentry councils at the city, county, or regional level to address community reentry issues.
- Continue to coordinate and work with local law enforcement agencies throughout the state.

Critical Issues Facing Corrections in New Mexico

The Judiciary controls the number of offenders sentenced to the department's custody and supervision. The special needs of the offenders must also be addressed within constitutional standards. The department's responsibilities are to:

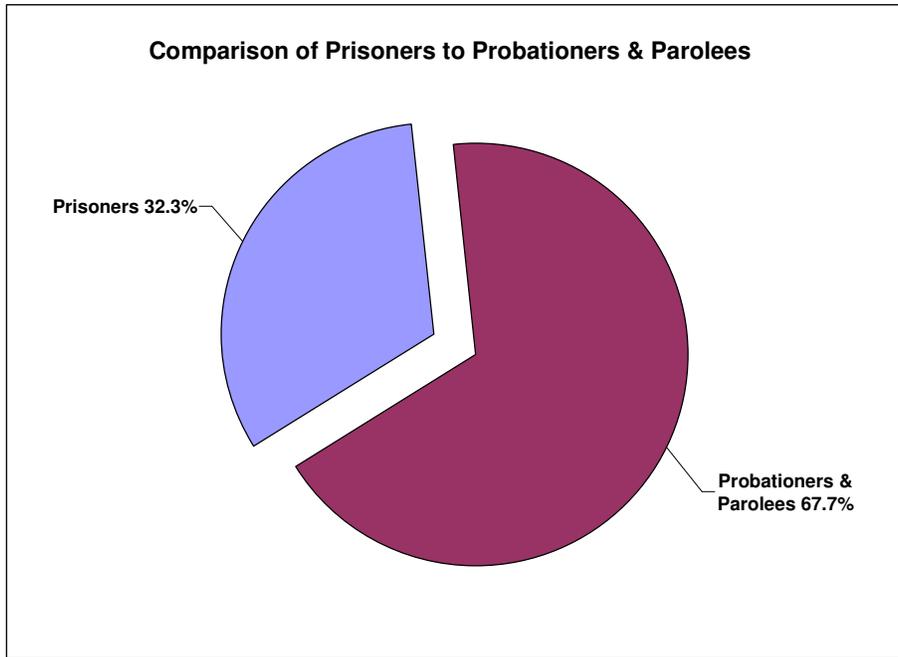
- Incarcerate those individuals sentenced to prison;
- Facilitate successful reentry and transition into the community from incarceration;
- Increase the retention rate of probation and parole officers;
- Reduce correctional officer vacancy rates by enhancing retention and recruitment program.

The Legislature also continues to expand New Mexico's criminal justice system with additional judgeships, assistant district attorneys, law enforcement personnel and stricter laws that directly increase the department's offender population and caseloads. The information that follows illustrates the current trends.

Current Prison Population

As of June 30, 2009, there were 20,225 offenders under the jurisdiction of the department

- Prison: 5,842 males and 598 females for a total population of 6,440.
- Probation and Parole: 13,785 offenders.



Offender Population Growth and Prison Overcrowding

During fiscal year 2009 (FY09), the prison population in New Mexico increased by 2.2% (140 prisoners). In FY07 and FY08, the department experienced a decline in the prison population after a census high of 6,803 in FY06. In FY08 and FY09, the department suspended or terminated three private prison contracts. These included two facilities for men in Torrance and Santa Fe Counties and the Camino Nuevo Correctional Center for women in Albuquerque.

As of June 30, 2009, the prison census in New Mexico was 6,440, representing an increase of 1.7% in FY09. National consultant, JFA Associates, LLC, estimates New Mexico's total prisoner population will grow at a rate of 2.3% in FY10, and is projected to grow at an average rate of 1.3% from FY10 to FY19. With the current rate of growth, the estimates show that New Mexico will have an offender population of 7,338 by the end of FY19.

During FY09, over 20% of new commitments to were persons convicted of a "serious violent" offense. The average maximum sentence for all admissions (excluding lifers) in FY09 was 52.3 months. This is slightly lower than the FY06 average of 58.0 months.

Current Prison Facilities and Operational Capacities

The types of public prison facilities built in New Mexico continues to have a significant impact on the department's operations. The facilities are relatively small, with living units that house a small number of prisoners. A typical housing unit contains 48 cells. However, a typical pod in New Mexico only contains 16 cells. This small size is directly correlated to the number of staff needed for inmate supervision, and the overall cost of prison operations.

New Mexico Corrections Department Strategic Plan 2009-2010

Offenders sentenced by the courts are incarcerated in the institutions shown below. This reflects the number of inmates requested for each facility in the FY11 budget.

Number of Inmates Requested in the FY11 Budget		
Publicly Operated Facilities	Location	FY11 Budget Request
Penitentiary of New Mexico	Santa Fe	740
Southern New Mexico Correctional Facility	Las Cruces	730
Central New Mexico Correctional Facility	Los Lunas	1,226
Western New Mexico Correctional Facility	Grants	407
Roswell Correctional Center	Roswell	296
Springer Correctional Center	Springer	205
Overflow Female Population	Various	20
Privately Operated Facilities	Location	Capacity
Lea County Correctional Facility	Hobbs	1,200
Guadalupe County Correctional Facility	Santa Rosa	601
Northeast New Mexico Detention Facility	Clayton	580
New Mexico Women's Correctional Facility	Grants	600

New Mexico Corrections Department Strategic Plan 2009-2010

The trends in the prisoner average daily population for the last five-year period are shown in the tables below:

Male and Female ADP Prisoner Population 5-Year Summary						
FY	Female			Male		
	Facility Capacity	ADP*	ADP % change	Facility Capacity	ADP*	ADP % change
2004 Actual	5,779	5,666	3.7%	617	576	7.7%
2005 Actual	6,079	5,854	3.3%	617	595	3.3%
2006 Actual	6,084	5,975	2.1%	702	645	10.9%
2007 Actual	6,168	6,015	0.7%	813	657	-0.5%
2008 Actual	6,324	5,872	-2.4%	807	587	-10.7%
2009 Actual	6,376	5,777	-1.62%	608	586	-0.17%
2010 Est.	6,376	5,922	2.51%	608	613	4.61%
2011 Est.	6,376	5,983	1.03%	608	622	1.47%

*ADP - Average Daily Population

Comparison of End-of-Year Prisoner Growth 5-Year Summary						
FY Ending June 30	Male	% growth	Female	% growth	Combined	% growth
2004 Actual	5,779	2.70%	585	5.10%	6,352	2.90%
2005 Actual	5,959	3.49%	636	7.07%	6,595	3.83%
2006 Actual	6,111	2.55%	692	8.65%	6,802	3.14%
2007 Actual	5,906	-3.35%	620	10.27%	6,526	-4.06%
2008 Actual	5,754	-2.57%	576	-7.10%	6,330	-3.00%
2009 Actual	5,842	1.53%	598	3.82%	6,440	1.74%
2010 Est.	5,968	2.16%	618	3.34%	6,586	2.27%
2011 Est.	6,059	1.53%	626	1.29%	6,685	1.50%

Type of Offenders

The type of offenders sentenced to the department also has a significant impact on costs and prisoner management options. Offenders sent to the department range from offenders who are non-violent and relatively easy to manage, to offenders who are seriously mentally ill, severely medically impaired, and violent or dangerous. Incarcerated women with high risk pregnancies also require intensive medical attention.

Community Offender Management

Probation and parole services are provided through a network of five regional offices located in Santa Fe, Albuquerque (2), Roswell, and Las Cruces. Within the regions, NMCD operates 45 local probation and parole district offices and five sub-offices statewide.

As the criminal justice system receives funding for more police officers, prosecutors and judges, the number of offenders the department must manage increases. When the prisons are near capacity, the courts are often shifting the responsibility of monitoring offenders to the Probation and Parole Division (PPD).

Probation and Parole Offenders - 6 Year Summary				
Fiscal Year Ending June 30	Average Active Distinct Probation & Parole Offenders	Percent Growth	Actual Active Distinct Probation & Parole Offenders	Percent Growth
2003¹ Actual	11,045	N/A	11,365	7.85%
2004¹ Actual	11,534	4.43%	11,873	4.47%
2005¹ Actual	12,240	6.12%	12,595	6.08%
2006¹ Actual	12,813	4.68%	13,041	3.54%
2007¹ Actual	12,880	0.53%	12,840	-1.54%
2008² Actual	13,011	1.02%	13,248	3.18%
2009² Actual	13,683	5.17%	13,785	4.06%
2010 Est.	14,389	5.14%	14,343	2.55%
2011 Est.	15,131	5.16%	14,924	4.05%

To cope with this workload challenge, cases are reassessed to ensure offenders timely progress across the continuum of supervision. This is based on compliance/success of the offenders. Early supervision discharges of low risk; compliant offenders from supervision have been encouraged. The Reception and Diagnostic Center (RDC) has been expanded to further alleviate the workload of the officer in the field by assisting in case management functions. The automated workload formula continues to enable PPD management to monitor and regulate the workload of officers statewide to achieve a fair and equitable distribution of work. PPD's policies and procedures are evaluated annually to ensure the most effective use of staff resources.

During the past legislative sessions, strides towards reducing turnover rates and officers workload were addressed. This was done by increasing salaries and creating new positions. These steps have been effective, in stabilizing the turnover rate of probation and parole officers statewide. However, due to the high turnover rates of previous years, more than half of the current staff has less than three years of experience.

To maintain adequate supervision, the 12 new positions created during the 2008 Legislative session were assigned to high-risk specialized caseloads and to the Response

Center to combat the increasing number of violent offenders. The creation of additional positions has allowed the department to construct high risk caseloads for officers to specialize in the supervision of high-profile offenders, and those with a history of violence or a sex offense. In turn, this permits standard supervision officers to work with offenders who may need less supervision, but more treatment services and support programs. Work burden has increased at the Response Center due to the number of offenders mandated by law to be monitored using Global Positioning System (GPS) devices, but this fosters a more effective supervision process geared toward increased public safety. There has been a reduction in the growth rate of the average caseload division-wide. However, the division is impacted by budget constraints and staff vacancies, and the average daily caseload per officer is expected to increase.

Due to the fiscal crisis, the division has reduced the budget for treatment and housing services, and other necessary programs statewide. The reductions in budget have forced the division to search for additional services for probationers and parolees outside of the department.

Highlights of Department Operations and Initiatives

Lower the Cost of Corrections

NMCD continues to monitor its budget closely to reduce costs. NMCD has successfully completed each fiscal year without overspending any program or category appropriation, and has avoided a supplemental appropriation five of the last six fiscal years. NMCD negotiated a contract amendment with the health services vendor for FY09 to provide quality care to inmates at the Northeast New Mexico Detention Facility in Clayton at an amount approximately 75% less than the estimated cost.

Inmate Management and Control (IMAC)

The Classification Bureau (CB) is an active participant in the transformation of the Criminal Management Information System (CMIS) into Corrections Department Criminal Management Information System (CDCMIS) web enhancement and customization project. The Offender Manager Programming (OMP) was implemented on July 1, 2009.

Classification continues to enhance academy training curriculum for classification officers, classification supervisors and correctional officer cadets and develops and provides on location training at the prisons.

The Sanctioned Parole Violator Unit continues to help address population control. The sanctions for technical parole violations range from 30, 60 or 90 days of incarceration. Probation and Parole recommends these sanctions but approval by the Parole Board is required. Once the sanction time is successfully served, the technical parole violator returns to the community on parole.

The OMP will be implemented at all state and privately operated facilities. Classification officers at each facility will be trained by CB's staff in the use of the OMP application;

the applicable policies and procedures, motivational interviewing, and case planning and case management.

The NMCD is currently utilizing COMPAS as a pilot project and is planning for full implementation after the instrument has been standardized and validated for New Mexico.

Probation and Parole is in the process of implementing the New Mexico Risk and Need Assessment tool, in conjunction with the Institute for Social Research, for placement in the OMP module as a tool to provide more accurate assessments for offenders under probation and parole supervision in New Mexico.

The results of the needs assessment will be utilized to assist staff in placing offenders into the appropriate programs that will provide opportunities for offenders to successfully transition to communities. The offender's progress through the programs will be tracked using the OMP module in the CMIS.

All private contracted facilities are continuously audited by the department for contract compliance. Private facilities include Lea County Correctional Facility (Hobbs), Guadalupe County Correctional Facility (Santa Rosa), New Mexico Women's Correctional Facility (Grants), and Northeast New Mexico Detention Facility (Clayton). Each facility is required to develop a corrective action plan for deficiencies.

In August 2006, the department became the sixth in the nation to receive ACA's Eagle Award. The Eagle Award is presented to correctional departments that receive accreditation in all areas. The Probation and Parole Division in New Mexico represents one of the few states that have agreed to seek initial accreditation under the new 4th Edition standards set forth by ACA.

Inmate Programming

Health Services

The Health Services Bureau (HSB) has completed its restructuring designed to integrate and improve the quality of services, and to make Health Services more responsive to the needs of prisoners. Health Services has consolidated the bureaus of Medicine, Psychiatry and Mental Health, and has organized the bureau chiefs into a common leadership role over the system-wide implementation and quality management of all healthcares.

The fundamental organizational structure of HSB within the department has been revised. HSB now reports to the Director of Adult Prisons.

Health Services is fostering autonomy, creativity, and independence at each prison to develop an integrated health services committee at each facility. These committees will be responsive to the particular healthcare needs of the facility, and will communicate problems and improvements to the warden and appropriate staff to improve the site-based quality of care. The development of this team-based approach has continued to progress at the Central New Mexico Correctional Facility (CNMCF). The site-based health

services committees will be operational at all sites within this fiscal year. Site-based autonomy and task-centered “benchmarking” of professional provider services will continue to develop over the next few years.

The quality review team of HSB at Central Office will independently audit the quality of department and vendor-based delivery of services. One of the greater burdens impacting HSB has been the difficulty in recruiting professional staff, not only in the rural facilities, but in facilities located near the major population and educational centers. HSB continues to assist the department in recruiting and retaining professional talent. Challenges in this area have been the integration of vendor services professional personnel with the communities in which they practice. HSB is actively encouraging integration and mentoring program for participation in the local professional societies in the individual facility area and encouraging access to training opportunities for professionals in training at local universities and professional schools, which will remain an ongoing project. The combined HSB will develop and review detained statistical methods for monitoring the efficacy of services rendered and outcome-measured objective practices in chronic care.

In collaboration with PPD and the Reentry division, HSB is developing a systemic planning model for ensuring continuity of medical, mental health, and addictions services to the discharging prisoner, as well as tightening the communication with parole officers in supervision and support of post-discharge health related planning for all discharging prisoners no matter what their expected location of residence is after release. Collaboration has been initiated with the UNM Cares primary care program in Bernalillo County, and Peanut Butter and Jelly Services, for effective placement of paroling and releasing inmates into the UNM Cares medical home services.

Medical Services

Beginning its third year as a vendor for medical and psychiatric services, Correctional Medical Services, Inc., continues to excel in its delivery of services fostered by a mutually supportive and interactive effort by the department. The vendor, Correctional Medical Services, and HSB will continue to promote collegial interaction and standardize excellence of care under the guidelines of ACA and the National Commission on Correctional Health Care.

Collaboration between the New Mexico Department of Health (DOH), the University of New Mexico Expansion for Community Healthcare Outcomes (ECHO) program in Telemedicine, and Health Services continues to grow at an exciting and rapidly-expanding pace, with plans for implementation of other aspects of telemedicine to augment the already highly successful hepatitis C treatment program guided by Dr. Sanjeev Arora of the University of New Mexico (UNM).

The Correctional Medical Services and HSB will aggressively develop standardized guidelines for the care and management of chronic illness, as well as age-appropriate wellness and routine healthcare improvement. Significant energy will be devoted to disease management education for such illnesses as diabetes, cardiac risk reduction, and

other issues, with an eye toward promoting self-ownership and self-management of healthcare by the prisoner, in anticipation of healthcare maintenance after release. Correctional Medical Services, Inc. has undertaken a best practices model for HIV care modeled on the Federal Bureau of Prisons medical guidelines for HIV care.

Release planning for medical needs is being actively pursued in conjoint planning with DOH, Reentry Bureau, and PPD. Gender-specific healthcare maintenance and women's health issues will be a strong focus on HSB over the coming year. Healthcare issues with higher prevalence among the women's population of prisoners, such as Post Traumatic Stress Disorder (PTSD), and affect disorders will be treated responsively, and new programs and approaches will continue to develop in an integrated fashion over the next year.

Psychiatric Services

Correctional Medical Services and HSB continues to improve the successful telepsychiatry program already implemented, augmenting it by on-site psychiatric visits and technology improvement, designed to maintain the improvement of quality in this already successful program. This program was expanded to the Northeast New Mexico Detention Facility (NNMDF) in Clayton.

Psychiatric Services continues to work with other Health Services bureaus in developing a pro-active and comprehensive placement program for coordinating inmate psychiatric and mental health needs, in collaboration with other State agencies.

Substance Abuse Programs

NMCD data demonstrates that greater than 75% of the offender population is diagnosed with a substance abuse or substance dependence disorder and research suggests that a positive correlation exists between substance abuse and criminality. NMCD recidivism rates approximate fifty percent and severe alcohol and drug abuse problems are a primary factor in probation/parole revocations. In order to assist inmates experiencing substance abuse problems and as a means to enhance public safety, Addiction Services Bureau (ASB) offers a full spectrum of prison based treatment options.

Addiction Services provides a comprehensive range of addictions treatment programs including outpatient programming, intensive outpatient services, therapeutic community programming, specialized female services, and volunteer services programs. All custody levels are afforded access to ASB programming and culturally sensitive approaches are an integral component of care.

Addiction Services currently maintains eleven therapeutic community programs with a total of 770 available beds. Specialized DWI Therapeutic Community programming is offered at the Springer Correctional Facility, 48-beds, and the Roswell Correctional Center, 72-beds. An 80-bed gender responsive program, called the Residential Drug Abuse Program, Therapeutic Community (RDAP TC), is offered for female offenders at the New Mexico Women's Correctional Facility (WNMCF) in Grants, New Mexico. A co-occurring disorder program and a Native American DWI therapeutic community are

in the planning stages but will not be implemented until the current budget crisis is resolved.

A comprehensive study of recidivism from 2005 TC graduates indicated a recidivism rate of 26% over 35 months, significantly lower than NMCD's overall rate of recidivism, 46%. Additionally, the services of an independent nationally recognized expert were contracted to evaluate Addictions Services programs and to make recommendations regarding the ASB delivery system. Initiatives addressing RDC assessment, a treatment referral protocol, addiction programming and reentry were established in 2008-2009.

Addiction Services recently expanded substance abuse screening and assessment for RDC offenders. Addiction Services protocols for inmate screening now include the Reentry COMPAS and the RDC ASB Intake Form. The instruments guide both the diagnostic and referral process. Changes to NMCD's policies include an Addiction Services severity protocol that identifies the requisite level of addictions treatment for each inmate.

Addiction Services is fully integrated into both the COMPAS protocol at RDC and the newly initiated OMP, a data base and reporting system that houses inmate Transitional Accountability Plans (TAP). Additionally, Addiction Services recently implemented a series of improved CQI measures including the establishment of Quarterly Statistical Reports.

Over a thousand (1000) inmates participate yearly in outpatient substance abuse services, including programs at all security levels. ASB is an active partner in the NMCD's Hepatitis-C initiative by providing screening, consultation, and active treatment to candidates and participants of the program.

ASB commits to effective reentry of prisoners through its programming, coordination with the NMCD Reentry Bureau, probation/parole and community resources. A recent Co-occurring State Incentive Grant (COSIG) pilot project was completed and recommendations designed to address community networking was established. ASB, in conjunction with the NMCD Reentry Bureau, recently completed a multi-year application for a Substance Abuse and Mental Health Services Administration (SAMHSA) reentry grant.

ASB continues to seek to improve through the use of professional trainers and experts in Substance Abuse treatment. Collaboration with research partners including Texas Christian University, the Mind Institute, and the Behavioral Health Center of the Southwest enhances the NMCD's ability to provide evidenced-based practices for addictions treatment.

On-going staff development is a major focus of ASB, highlighted by funding to provide cultural competency training, Motivational Interviewing training, and cross cultural treatment training related to the Native American population. Addiction Services continues to pursue state-of-the-art training, dissemination of evidence-based practices, and support for all addictions staff to be appropriately licensed and supervised. ASB staff will continue to meet state credential requirements and are encouraged to achieve

the highest level of licensure available, based on education and experience.

Volunteer services are an essential element of in-prison programming and reentry community support. ASB works extensively with the Alcohol Anonymous (AA) and Narcotics Anonymous (NA) volunteer networks for in-prison meetings and sponsorship. Volunteers also provide continuance of care through the "Bridge the Gap" and "Clean Connections" programs. Meditation volunteers from Heart Mountain and Upaya centers also provide strong volunteer support. University-sponsored parenting programs and the "Thresholds" Catholic mentoring program continue. ASB plans to promote Native American "Talking Circle" groups with the assistance of Native American community volunteers.

Mental Health Services Programs

Consistent with national trends, NMCD Mental Health Services Bureau (MHSB) continues to experience increase in the number of inmates entering prison with serious mental illness diagnosed during the pretrial period in jails and/or the community. Approximately 20% of all inmates processed through the RDC at CNMCF and NMWCF have pre-existing psychiatric illness and enter the prison system already on psychotropic medication to treat these disorders. Female inmates are twice as likely (approximately 40%) to enter prison with pre-existing psychiatric disorders. The number of inmates needing mental health treatment climbs during the period of incarceration, and overall 1 in every 4 inmates (25%) in NMCD prisons is in treatment for serious mental illness on any given day. For example, in April of 2009, 23.7% of the NMCD inmate population was in treatment for mental health related conditions.

Mental Health Services clinical staff consists of licensed counselors, social workers, and psychologists. Clinicians work to screen, evaluate, and triage all inmates sentenced to NMCD prisons at the time of entry into the prison system. Inmates are re-screened multiple times throughout their period of incarceration and an active referral system that includes correctional officer staff works to ensure that inmates with newly emergent disorders or worsening of symptoms are promptly brought to the attention of mental health staff.

Outpatient services in the form of assessment, individual therapy, group therapy, psycho education groups, and referrals to psychiatry for medication are operational at all NMCD prison sites. Staff at all sites maintain 24/7 on-call services in order to address incidents involving inmate self-harm, suicidality, and needs for crisis counseling. Male inmates in need of inpatient psychiatric hospitalization are referred to the 104-bed Mental Health Treatment Center (MHTC) at CNMCF. MHTC provides inpatient treatment in the Acute Care Unit, as well as step-down treatments in several Chronic Care Units. Upon stabilization, inmates are transferred to outpatient services at an appropriate prison site. Female inmates in need of inpatient treatment may be referred to the Forensic Division of the New Mexico Behavioral Health Institute through a Joint Powers Agreement (JPA) with DOH. Plans to create a female behavior health unit was previously underway, however, was suspended due to budgetary constraints.

Mental health staff maintains two additional residential programs, consisting of the 48-bed Alternative Placement Area (APA) at CNMCF and the 96-bed Community Reintegration Unit at Penitentiary of New Mexico (PNM) Level II. APA houses maximum security inmates with serious mental illnesses in a housing unit specifically staffed and designed to meet the need of this population. The CRU provides residential intensive rehabilitative services for sex offenders. The standardized, evidence-based cognitive-behavioral relapse prevention model is specifically designed to lower recidivism rates and thereby promote community safety.

Mental health staff at all sites work collaboratively with psychiatrist and nursing staff to ensure appropriate care coordination of behavioral health services. In addition, mental health clinicians work with case managers and community corrections staff in an effort to promote continuity of care upon inmates' return to the community. Mental health staff is also active members of Hostage Negotiation Teams and conducts crisis de-briefing for the facility staff and inmates following key critical incidents. Mental Health Services works collaboratively with the UNM Project ECHO staff in screening and treatment of inmates with hepatitis C.

Mental Health Services collects and maintains an extensive database of statistical information on a monthly basis. This MHSB monthly Statistical Report provides detailed information on inmate utilization of mental health services. In addition, the MHSB conducts and documents monthly Quality Assurance reports, which are compiled into statewide reports on a quarterly basis. The monthly Statistical Report and the quarterly Quality Assurance reports forms the basis of the MHSB Continuous Quality Improvement (CQI) approach to services. The Mental Health Services Bureau (MHSB) Chief, a licensed psychologist; Deputy MHSB Chief, a licensed master's level social worker; and the MHSB Quality Assurance Manager, a licensed master's level counselor; conduct on-site staff training, staff assistance visits, and sentinel event reviews on a continuous basis to ensure that high quality mental health services are available to meet the needs of NMCD inmates.

Female Offender Programs

Utilizing a gender responsive process for females has become a standard procedure for the management of the female population. An emphasis continues to be placed on trauma informed training for staff, which includes domestic violence and the abuses prevalent in the life of female offenders. Inmates learn how to develop healthy relationships that focus on their well-being and safety. A large percentage of females were the primary caregiver of their children prior to incarceration, therefore, parenting and family reunification programs continue to be an important part of the rehabilitation process. The majority of the women want to be better mothers and many times their children become their major incentive for changing negative behavior and habits in order to ensure that their children are cared for in a safe and secure environment. Supervised overnight visits assist female mothers in being a responsible parent and preserves that unique bond a child has with their mother. Tele-visits also improves and strengths the relationship between mothers and children.

Prison reform and reentry initiatives has become a priority for the entire offender population since the majority of inmates will eventually leave prison and live in our

New Mexico Corrections Department Strategic Plan 2009-2010

communities. Enhanced preparation tools designed to decrease the frequent obstacles inmates must deal with are being addressed. Procedures to issue social security cards and pictured ID's (identification) prior to release are currently underway. This innovative approach is clearly a commitment to rethinking and realistically addressing the needs of reentry. It is emphasized that reentry efforts must begin immediately upon admission to prison.

Gender specific programming available for females at the New Mexico Women's Correctional Facility clearly reflects the gender specific needs of women, especially in terms of those factors denoting the pathways to criminality. Programs include domestic violence, parenting classes, moral reconnection therapy, relapse prevention, Post Traumatic Stress Disorder (PTSD), substance abuse, trauma informed training, employability via education, and therapeutic communities. Females are encouraged to take advantage of all programs and services in order to increase their chances of success in the community and when subsequently reducing the recidivism rate. Probation and Parole has created statewide gender specific caseloads to assist women while in the community. This initiative has proven to be a positive tool and support system.

Correctional officers working with female inmates are required to receive gender specific training prior to graduating from the academy.

House Memorial 3, sponsored by Representative Gail Chasey, required NMCD's Cabinet Secretary to assemble a task force consisting of the Warden of the New Mexico Women's Correctional Facility, the Warden of the Camino Nuevo Correctional Center, representative from Corrections Corporation of America, Correctional Medical Services, the adult probation and parole division of the NMCD, the Children, Youth and Families Department, the New Mexico Women's Justice Project, the Commission on the Status of Women, the Archdiocese of Santa Fe, the judiciary, Central New Mexico Community College, a rape crisis center, the Second Judicial District Attorney's Office, community practitioners in behavioral health and substance abuse treatment, former women inmates who have completed their sentences, including probation or parole, and other interested and appropriate parties to:

- Implement the recommendations of the 2002 Senate Joint Memorial 48 task force.
- Review the environment, programs, services, policies and procedures at the two female correctional facilities, including intake, classification, screening and assessment, discharge planning, vocational skill development, mental health, behavioral health and substance abuse services, interpersonal violence and trauma, parenting and family connections, visitation, gender-informed training protocols, staff training, sexual misconduct and compliance with the federal prison Rape Elimination Act of 2003.
- Implement the recommendation of the National Institute of Corrections and work with a representative of the institution, if feasible.
- Encourage community collaboration and partnerships to create innovative and unique solutions for the female inmate population and to improve the readiness of women to reintegrate back into their communities.
- Pursue any further findings, recommendations and solutions that may be effective for the female prison population.

The task force has been extremely beneficial and has allowed the participants to become familiar with the operation of the NMWCF. The task force is committed to exploring and supporting best practice initiatives for female offenders.

Training Academy

The mission of the training academy is to recruit, hire and train correctional officer cadets and to provide current, thorough, and standardized training for all New Mexico corrections personnel including correctional officers, wardens, classification officers, probation/parole officers, administrators and support staff.

The Training Academy (TA) division is responsible for the recruitment, screening, selection and training of all correctional officers for the six public prison facilities throughout the State of New Mexico. An effective recruitment strategy is utilized in order to promote a positive image and to recruit the most highly qualified individuals for the position of correctional officer.

The corrections academy hosts an 8-week, 320-hour cadet-training academy with a one-day on-the-job training (OJT) at the prospective facility. They also offer a 4-week, 160-hour probation and parole academy and a 4-week, 160 hours K-9 training academy. A variety of managers training is provided and designed to meet the special needs of both custodial and non-custodial managers. Additional training for various law enforcement agencies to include State Park Officers, City, County, and State Law Enforcement Officers is conducted by the academy.

The Training Academy is preparing to facilitate training for the newly created Special Operation Response Team (SORT). A mentoring program to assist in training correctional officers was implemented at each facility.

NMCD maintains a distance-learning program with ITT Tech, University of Phoenix and Luna Community College. This allows individuals to continue their education and promote training and professionalism.

The Training Academy continues to provide satellite training, which is held at or near the selected facility. This allows for local recruiting initiatives in the respective communities. The Training Academy is exploring the possibility of an open campus concept to support those wanting a career in corrections, but are unable to stay overnight at the Training Academy due to other responsibilities.

The Academy was selected by the United States State Department as a host agency and training model for International Corrections training techniques. The first international cadet class recently participated in the training academy program and successfully graduated. The Training Academy is committed to:

- Continue to maintain ACA accreditation.
- Continue to maintain the goals and missions of corrections academy.
- Continue to update and research Management Training for all supervisors.
- Continue auditing all training departments from both private and public correctional

facilities.

- Continue to update our video equipment and capabilities to enhance training through video technology.
- Continue to create and update training curriculum for first line supervisors.
- Continue to update our computer training to include the most recent Microsoft versions of Windows and Windows Vistas.
- Continue to support the on-going Government of Mexico Secretariat of Public Security Penitentiary System Project.
- Assist NNMDF in starting their first K-9 programs.

Education Bureau Programming

Mission Statement: The Education Bureau is committed to providing quality educational and vocational programs and library services that will assist the incarcerated individual to become responsible members of the family, workforce and community upon release. This will be accomplished through teamwork, dedication and collaboration with other departments, agencies and the community at large.

Strategic Plan for Offender Programming

- To provide effective evidence-based programs and services for inmates in prison.
- To continue the Career Pathways Advisement model in all prisons in New Mexico.
- To adequately screen and evaluate inmates, including a formal risks and needs assessment, at the time of entry into the RDC's and throughout incarceration, to ensure each individual receives appropriate programs and services enabling them to complete effective reentry back into society.
- To provide a range of work programs in conjunction with the Corrections Industries Division (CID) to provide opportunities for offenders to reduce idleness, gain training, marketable job skills, and economic self-sufficiency.
- To provide appropriate educational opportunities to eligible inmates to improve their education, vocational, cognitive, employability and pre-release knowledge and skills.
- To provide programs and services that meet the unique needs of the female offender.
- To participate with CID's programs, in connection with the SOAR program, to provide labor market driven employment opportunities.

Activities for 2009-2010

- Establish a protocol for matching inmate needs and interests to existing programs and services, consistent with the inmate's assigned custody level.
- Actively recruit and orientate inmates into the programs offered and the Career Pathways model at the time of entry into prison.
- Implement a dynamic risk and needs assessment at the RDC in an effort to better facilitate their successful reentry into society.
- Advise participants of educational program opportunities based on the assessment results of his/her risk and needs.
- Inform the public about the Education Bureau programming and the services provided to the community by returning ex-offenders with viable, marketable job skills needed in New Mexico communities.

New Mexico Corrections Department Strategic Plan 2009-2010

- Continue comprehensive orientation programs for inmates in order to provide information about programs and services, and how to access these at each facility.
- Continue providing a system of feedback to enable inmates to comment on the quality of programs and services offered.
- Implement and provide training for the OMP module within the CMIS offender management program for an ongoing assessment of the effectiveness of the programs based on recidivism, employment, and successful entry into the community upon release.
- Provide access to a range of work and other programs designed to expand the traditional economic and social opportunities for women. The focus will include education, career advisement and traditional/non-traditional career technical training.
- Provide education classes on parenting skills and family reunification.
- Provide additional classes for those offenders who have a pattern of domestic violence in their history.
- Continue access to release programs to provide housing, employment and family reunification at all facilities.
- Solicit feedback on programming and pre-release needs.
- Pilot the Department of Workforce Solutions (DWS) Virtual One Stop System in the prison libraries for reentry needs.
- Develop TAP as part of the reentry process for each offender enrolled in Education, which identifies and addresses the barriers for success once released.
- Develop and foster relationships with community organizations, colleges and the public at large to develop essential linkages for offenders and their families.

Office of Reentry and Prison Reform

Reentry Bureau Mission Statement

The mission of the NMCD Reentry Bureau is to reduce the potential for re-incarceration by providing prisoners in state custody, and former prisoners on parole or probation, with the comprehensive programming and support services necessary to prepare for, and maintain, successful community reentry and reintegration.

Reentry Bureau Vision Statement

The Reentry Bureau will contribute to the success of all individuals under the supervision of the NMCD through the provision of comprehensive, evidence-based services and programs, and corresponding community partnerships that foster opportunities for prisoners released from the NMCD to stay out of prison and maintain productive, fulfilling lives.

Long-term Strategy

NMCD is on the verge of a very critical and opportune time. In the spring of 2008, Governor Bill Richardson convened a prison reform task force that examined, and reported the plethora of issues associated with incarceration in New Mexico. The report, entitled *Increasing Public Safety in New Mexico, Before, During, and After Incarceration: New Directions for Reform in New Mexico Corrections* (see Appendix A),

focused on facilitating successful reentry and reintegration. It examined the precipitates of imprisonment and the impact incarceration has on individuals, families, and communities. The report and the subsequent creation of an Office of Reentry and Prison Reform by Governor Richardson and NMCD have set the stage for successful implementation of a Reentry Offender Program.

As NMCD moves forward with its reentry and prison reform initiatives, and the philosophy that reentry begins the first day of incarceration, it is using a multi-faceted approach to comprehensive institutional change. This includes a renewed commitment to research and outcome measures, correctional best practices, and evidence-based programming and services. NMCD is focusing on the enhancement of professional staff training, and the concentration of pre-existing resources on prisoners identified as high risk and high need by a holistic battery of assessments and the COMPAS. These assessments will directly inform service and programming decisions, and their sequence and duration for maximum impact on public safety and recidivism reduction.

Research, Planning, and Outcome Measures

NMCD recognizes the necessity of creating an internal research and planning entity to evaluate the efficacy of services and programs in reducing recidivism and to guide interdepartmental policies and procedures. Within the current structure of NMCD's Education Bureau there is an Accountability, Research, and Planning Coordinator who acts as a liaison between NMCD and the University of New Mexico Institute for Social Research. This position is also responsible for ensuring evidence-based programming and working with NMCD's Information Technology Division (ITD) to track trends and statistics. The short-term plan for enhancing the department's research and evaluation capacity is to create a stand alone Research and Planning Bureau, which will serve to monitor the outcomes of all departmental reentry and prison reform projects. The creation of an internal research body will save NMCD much-needed funds and allow for increased research-based partnerships with the University of New Mexico Institute for Social Research, and other organizations such as the National Institute of Corrections.

Evidence-based Practices, Professional Development, & Community Collaboration

According to Clawson, Bogue, and Joplin (2005), implementing scientifically proven services and programming in penal systems is a daunting endeavor. Entrenched notions of retribution and the role of prisons in punishing offenders are often in conflict with the ideas of habilitation, rehabilitation, education, and treatment. NMCD is adopting the *Integrated Model* proffered by the National Institute of Corrections to ensure ongoing "evidence-based practices, organizational development, and collaboration" (Clawson, Bogue, & Joplin, 2005). NMCD is embarking on a number of policy and procedural changes, goal-driven organizational change, and the enhancement of external collaborative partnerships with government entities and community-based service providers.

NMCD is wholly committed to coupling its reentry initiatives with staff training and professional development. Over the next three years, using the *Integrated Model* as a guide, NMCD will enhance evidence-based practices, stimulate organizational development and culture change, and build community partnerships in the following

areas:

Evidence-based Practices

- Provide appropriately targeted and sequenced evidence-based services and programming for all prisoners in all custody levels including those in special management.
- Provide intensive case planning and case management in every prison and every Probation and Parole office in New Mexico.
- Utilize community mapping to identify geographic areas with large numbers of parolees, and in partnership with public and private community partners, create reentry centers in identified communities.
- Implement TAP system-wide to guide case planning and case management for all prisoners in all custody levels.
- Assess the risks and needs of all prisoners using a validated risk and needs assessment tool, and respond to risk and need with appropriate programs and services.
- Revise all appropriate policies and procedures to reflect department philosophy that “reentry begins the first day of incarceration.”
- Commence evidence-based programming for prisoners doing long term sentences utilizing a model similar to *Lifeline*, a program developed by the Correctional Services of Canada.
- Increase family involvement in the lives of prisoners during incarceration using the Relational Inquiry Tool and Family Justice’s “La Bodega” model.
- Implement Critical Time Intervention pilot projects for men and women parolees in targeted communities with high rates of parolees living with co-occurring disorders.
- Utilize the Department of Justice and National Institute of Corrections, Transition from Prison to Community model to guide reentry and prison reform initiatives across disciplines.

Professional Development

- Train identified probation and parole officers to provide Reentry COMPAS informed comprehensive case planning and case management.
- Develop a continuing education program for all department staff in order to evolve best-practice standards and a theoretical understanding of crime, criminogenic needs, recidivism, and the principles guiding department reentry initiatives.
- Train all NMCD staff in motivational interviewing and build department capacity to use in-house trainers.
- Provide COMPAS training for all staff providing direct services to prisoners, and build department capacity to provide COMPAS training to new hires.
- Train identified Classification Bureau officers to provide COMPAS informed comprehensive case planning and case management in the prisons.
- Include in the NMCD’s Training Academy curriculum for all newly hired correctional and probation and parole officers, motivational interviewing, the theory and evidence-based practice of reentry and prison reform, and the biopsychosocial aspects of addiction.

Community Collaboration and Maximization of Resources

- Expand role of multidisciplinary New Mexico Reentry Council to facilitate integrative, community-specific, reentry initiatives statewide.
- Create a multi-tiered social safety net in collaboration with public and private community-based partners that provide numerous opportunities to proactively intervene with a parolee before a recidivist behavior occurs.
- Increase access to medication-assisted therapy for opiate addicted parolees through partnerships with DOH, University of New Mexico Project ECHO and Albuquerque Health Care for the Homeless.
- Implement University of New Mexico Project ECHO hepatitis C peer education training program in multiple prisons statewide.
- Initiate a statewide public education and information campaign that ties successful reentry for ex-offenders with public safety and community well-being.
- Increase the number of community mentors working with prisoners and parolees through the Santa Fe Archdiocese and UPAYA Zen Center Prison Project *Thresholds* mentoring program.
- Reassign existing staff as necessary and appropriate to maximize intellectual and experiential resources and to ensure the success of reentry initiatives.
- Establish a Research and Planning Bureau utilizing existing resources, in the Office of Reentry and Prison Reform to enhance research capacity, monitor performance outcomes, and guide NMCD reentry and prison reform processes.
- Create effective partnerships with key business stakeholders capable of acting as community ambassadors for the hiring of formerly incarcerated persons.
- Expand community restorative justice panels in the prisons and in local communities, and increase opportunities for victim/offender dialogue.
- Create “one stop” day reporting centers in Probation and Parole offices in population centers around the state that will offer comprehensive programs and services provided by governmental and non-governmental agencies.

Reentry and Reform Sustainability Plan

Given the current state of the national economy and its impact on states, the NMCD’s three-year plan for sustaining reentry initiatives will necessarily focus on the use of existing resources and targeted department restructuring. As NMCD moves forward with its reentry initiatives and corresponding staff development, a natural shift in staffing needs will occur. NMCD will identify key staff in the department and move them to critical positions needed for the success and sustainability of the department’s reentry initiatives. This restructuring will necessarily be coupled with macro-level organizational change and micro-level professional development. NMCD’s actions taken to ensure sustainability will also involve an ongoing evaluative process to ensure that policy decisions are garnering desired results.

Sustainability Plan Year 1

- Monitor staff workload with special attention to areas where work burden is comparatively disproportionate.
- Implement twelve month needs assessment to determine staffing requirements critical

New Mexico Corrections Department Strategic Plan 2009-2010

to the success of long-term reentry initiatives.

- Expand pre-existing social work and criminal justice student intern programs with New Mexico State and New Mexico Highlands universities to provide training and employment opportunities for students and the department.

Sustainability Plan Year 2

- Analyze and report results of needs assessment.
- Continue monitoring staff workload and work burden.
- Review of state personnel and union policies regarding qualifications and job descriptions relevant to NMCD restructuring.
- Host a series of quarterly meetings with key department staff to discuss and review staff reassignment and department restructuring.

Sustainability Plan Year 3

- Revise NMCD policies and procedures as necessary and appropriate to begin departmental restructuring.
- Create restructuring plan to be disseminated to all department staff.
- Move identified staff, bureaus, and divisions to sustain and streamline reentry initiative efforts.

Community Offender Management

- Probation and Parole continues to lead best practice efforts in the supervision of sex offenders statewide. In order to comply with the requirements of Senate Bill 528, PPD has expanded its use of active GPS monitoring on identified sex offenders as defined in the bill, many times placing these units on the offender before they are released from prison to ensure continuity of supervision and monitoring. The Probation and Parole Sex Offender Unit in Albuquerque continues to work with local sex offender therapists in the same building to maintain an effective partnership in their supervision. Additional high-risk positions granted statewide allow for more effective statewide supervision of all of the Division's sex offenders, assisted by the increased resources provided by RDC.
- PPD created a staff psychologist position to create a screening program for potential new hire candidates, and to assist in the assessment of offenders for placement in treatment programs statewide.
- Probation and Parole has created a new District Office in Rio Rancho, and provided new facilities for the district offices in Los Lunas, Clovis, Taos, Gallup, and Anthony.
- Probation and Parole manages the community-based New Mexico Women's Recovery Academy, a residential program for female parolees, probationers and their children. The residential program serves women with substance abuse issues and with co-occurring diagnoses. The program encourages mothers to reunify with their children while in the program. Children are allowed to live on site with their mother when appropriate. The program provides an alternative to incarceration and offers

job development/education, case management and monitoring, family involvement in treatment, substance abuse programming, housing assistance, sex offender victim treatment, parenting skills training, mental health services and individual/group counseling. Probation and Parole has facilitated the move of the Academy to the site of the former Turquoise Lodge inpatient treatment program in Albuquerque, as well as the move of the Men's Program from Fort Stanton, New Mexico to take the place of the Women's Program in Los Lunas, with both moves being designed to provide better facilities, services and support to the offenders placed in each program.

The average turnover rate for Probation and Parole Officer Positions was 21.4%, from July 1, 2008 to June 30, 2009. In addition to a high turnover rate PPD has the added challenge of training and retaining qualified staff members. More than 70% of the probation and parole officers have less than three years with the division. The division has created a screening program for new hires, requiring candidates for employment to pass a physical fitness test, a medical screening and a psychological assessment before being approved to hire. The creation of this program will assist the division in hiring better-qualified employees to assist in retention and turnover rates.

Probation and Parole has entered into an agreement with University of New Mexico Health Services to provide a pilot program in Albuquerque that provides offenders lacking health insurance with medical coverage for one year to assist them in receiving needed medical services while they work on their community reintegration.

The Community Corrections administrative office, through its work with the Behavioral Health Purchasing Collaborative, is maintaining membership in the Housing Leadership group and Data Warehouse subcommittees. The Housing Leadership group is working to improve access to housing for needy and marginalized populations. The Data Warehouse subcommittee is working to combine behavioral health data from all Collaborative agencies to identify gaps in service and behavioral health trends.

With proxy status for the NMCD Cabinet Secretary, PPD maintains membership on the Behavioral Health Purchasing Collaboratives Internal Oversight Committee. This is the premier subcommittee charged with overseeing Optum Health's contract compliance.

Corrections Industries Division (CID)

The Corrections Industries Division (CID) is committed to enhancing the rehabilitation, education and vocational skills of inmates through productive involvement in manufacturing, services and training programs.

The goal of CID is to be self-supporting and administered without direct general fund appropriations.

Corrections Industries is currently operating 12 programs at 8 facilities around the state.

Strategic Plan for Offender Programming

- To provide customers with quality products and services at a fair market price.
- To improve quality control and customer service in each program.
- To ensure each program has a viable business plan to guide them in the day to day operations.
- To reduce inmate idleness by providing employment and training opportunities.
- To identify and implement work and training programs that have direct relevance for employment once an offender is released.
- To work in conjunction with the Education Bureau and Prison Reform and Reentry to in provide a full range of vocational training to provide offenders an opportunity to gain marketable skills, training and economic self-sufficiency.
- To work in partnership with the Education Bureau and Prison Reform and Reentry to provide meaningful employment opportunities that correlate with skills, attitudes and experience necessary to place released offenders in the job market.
- To work with Prison Reform and Reentry to foster community relationships to provide programs and services to place released offenders with viable, marketable skills needed in their communities.
- To improve public relations and relay more information about the importance of CID programs.

Activities for 2009-2010

- Assign a full-time staff member to observe and restructure quality control procedures at each CID program.
- Take advantage of the Education Bureau's resources in Website architecture and design to improve the CID Website and use it as an intricate sales tool.
- Visit each facility, assess each program and develop a business plan for each program and a comprehensive business plan for CID.
- Centralize inventory to improve control and minimize loss.
- Continue to work with State Purchasing to maximize our visibility in the state entity sales market.
- Partner with the Education Bureau to provide certificate programs for inmate training while they work in each CID's programs.
- Continue to identify and implement new programs that provide inmate jobs and post incarceration employment opportunities.
- Work with Taxation and Revenue to ensure the successful return of the license plate manufacturing program back PNM.

Continue to foster the relationships with other state, county and municipal entities to continue the services contracts and to improve sales opportunities.

Strategic Summary for Performance-Based Budgeting

Performance-based Budget Programs

Correction Industries operations are grouped into six major programs:

1. Inmate Management and Control
2. Inmate Programming
3. Corrections Industries
4. Community Offender Management
5. Community Corrections
6. Program Support

The six programs define the supporting objectives and strategies necessary to achieve the department's goals and objectives shown on pages 1-5 of this Strategic Plan. The following description of the purposes of each program, and the performance measures and targets, are reflected in the General Appropriation Act enacted by the Legislature in 2009.

PROGRAM 1. Inmate Management and Control (IMAC)

General Appropriation Act

The purpose of the Prisoner Management and Control program is to treat incarcerated offenders in a humane, professionally sound manner and to provide a safe prison environment. This includes quality hiring and in-service training of correctional officers, protecting the public from escape risks and protecting prison staff, contractors and prisoners from any exposure to violence to the extent possible and within budgetary resources.

Performance Measures and Targets for FY10

- Percent turnover of correctional officers – 13%
- Percent of women offenders successfully released in accordance with their scheduled release date – 95%
- Graduation rate of correctional officer cadets from the corrections department training academy – 90%
- Percent of male offenders successfully released in accordance with their scheduled release date – 90%
- Daily cost per inmate, in dollars - \$87
- Percent of inmates testing positive for drug use (including inmates refusing to be tested) in a random monthly drug test - <2%
- Number of inmate-on-inmate assaults with serious injury – 23
- Number of inmate-to-staff assaults with serious injury – 6
- Number of escapes from a publicly run corrections department secure facility – 0
- Number of escapes from a privately run corrections department secure facility – 0
- Percent of standard healthcare requirements met by medical contract vendor – 87%

- Percent of eligible sex offenders within three years of release who are receiving treatment – 65%
- Percent of all prisoners re-incarcerated back into the corrections department within thirty-six months – 47%
- Percent of sex offenders re-incarcerated back into NMCD within 36 months – 40%

Objective #IMAC-1: Manage the offender population within the staff, budget and facilities resources provided to NMCD.

Strategy 1: Study and modify the NMCD population projections.

Strategy 2: Manage the population and minimize the need for prison construction by utilizing policies, procedures and practices to ensure inmates are released timely.

Activities

1. Utilize the OMP to assess the needs of prisoners and to track offender programming activities. Utilize the data in conjunction with recidivism statistics to track program effectiveness.
2. Enhance effective programming and focus on reentry planning to reduce recidivism.
3. Continue to track the statistics on recidivism for a 12, 24 and 36 month period.
4. Conduct a 3-year study on recidivism trends.
5. Use reentry risk and needs assessment, and the Relational Inquiry Tool for the female population prior to release.
6. Continue a NMCD review and oversight of parole policies and practices, including parole violations resulting in revocation recommendations to the Parole Board.
7. Review and implement NMCD policy changes if applicable for those areas that have an effect on the length of time served, such as good-time forfeiture and restoration.
8. Effectively use the Sanctioned Technical Parole Violators program.
9. Implement a detailed comprehensive discharge plan in accordance with the reentry policy for both male and female offenders so they are less likely to return to prison.
10. Consider utilizing the Population Control Commission as needed to address issues of overcrowding.

Objective #IMAC-2: To develop a Special Operations Response Team (SORT).

Strategy 1: Continue to train the statewide SORT program to provide an effective response for major emergencies throughout the prison system.

Activities

1. Conduct an annual review of SORT policy and procedure.
2. Continue to provide specialized training.
3. Continue to purchase necessary equipment.

Objective #IMAC-3: Reduce errors surrounding untimely release from prison, probation and parole.

Strategy 1: Utilize the Records Bureau for complex release issues such as ambiguous or conflicting, judgment and sentence court orders, forfeitures, lump sum awards, and any committee or legal action affecting an inmate's time.

Activities

1. Minimize staff vacancies at the prisons.
2. Provide intensive records training on a quarterly basis.

Strategy 2: Develop and implement an improved electronic sentencing and time accounting process.

Activities

1. Work with the Information Technology Division (ITD) to complete the Business needs analysis, test and implement the new Electronic Sentencing and Time accounting module within CMIS.
2. Monitor the new electronic module to ensure effectiveness compared to the existing manual method.

Objective #IMAC-4: Continue to build and maintain a clinical staff that has appropriate licenses from the State Boards of Psychology, Social Work, and Counseling and Therapy.

Strategy 1: Recruit qualified mental health staff with appropriate degrees and New Mexico state licensure to practice psychology, social work and counseling in the prisons.

Activities

1. Post job ads on State Personal Office web sites, in newspapers, and in national professional journals in order to recruit new staff for vacant positions.
2. Maintain and expand existing relationships between NMCD and New Mexico universities and colleges in order to obtain practicum students and interns to work at state prison sites.
3. Through such relationships with New Mexico University training programs, actively participate in the training of new mental health professionals that can then be recruited for full-time employment by NMCD.

Strategy 2: Promote and build clinical skills and licensure status of existing mental health staff through provision of training, supervision, and support toward continued growth as professional members of the NMCD staff. Train existing staff in new treatment models needed to provide high quality mental health programming to meet specific prisoner needs.

Activities

1. Offer seminars and workshops that provide continuing education units for Mental Health Services staff. Such training opportunities will be designed to provide needed improvement and expansion of professional knowledge base and clinical skills. Bring nationally recognized trainers to NMCD staff via professional services contracts.
2. Provide a high-quality trainer in the field of ethics. Such a trainer will be obtained via a Professional Service Contract. Continuing education units in ethics are required to satisfy state licensing board requirements for this important area of professional development.
3. Hire supervisory staff with Licensed Independent Social Worker licenses under professional services contracts. These Licensed Independent Social Worker contractors will provide social work staff with the necessary supervision to advance to independent licensure status via the New Mexico Board of Social Work Examiners. Such contracts are necessary due to the lack of such licensed staff in MHSB at this time. The national shortage of social workers, and the pay offered in the community for Licensed Independent Social Worker's, has kept Mental Health Services from locating qualified staff with this licensure level.

Strategy 3: Locate and hire new staff for units requiring specific skills and licensure for provision of key services in areas that are currently underserved. These units include the Community Reintegration Unit, which provides intensive sex offender treatment; and the Diagnostic and Evaluation Unit. In addition, there is a strong need for a doctoral level neuropsychologist and forensic psychologist to serve the needs of brain damaged, medically ill, and elderly patients housed at Mental Health Treatment Center, Long Term Care Unit, and the Geriatric Unit at Central New Mexico Correctional Facility.

Activities

1. Continue to send current sex offender staff at Community Reintegration Unit's to training sites that provide certification programs in sex offender treatment. This will entail sending staff to conferences and trainings in out-of-state locations.
2. Post national advertisements in professional journals and websites to increase the number of qualified applicants for vacant positions.
3. Network with New Mexico universities with doctoral level programs in psychology in order to obtain internship students, and to attract recent graduates for permanent jobs with the Mental Health Services Bureau.

Objective # IMAC-5: To continue to provide a victim services program to address the needs of crime victims.

Strategy 1: Maintain policies and procedures to guide the NMCD Victim Services Program and to clearly identify roles and responsibilities for program implementation.

Strategy 2: Continue to provide information, assistance and referrals to crime victims.

Activities

1. Provide information considered “public information” to crime victims about the status of offenders who are incarcerated or under probation/parole supervision of NMCD.
2. Assist crime victims with their needs during the corrections process.
3. Coordinate crime victim’s attendance at parole board hearings.
4. Maintain corrections web site directory of statewide victim service organizations.
5. Continue to maintain nationwide toll-free victim services number.

Strategy 3: Promote the NMCD victim services program.

Activities

1. Disseminate victim informational brochures statewide to district attorney’s offices, probation and parole officers, and victim assistance organizations.
2. Communicate with statewide victim service organizations about NMCD victim services.
3. Attend community outreach events to promote NMCD victim services.

Strategy 4: Continue to provide victim sensitivity and awareness training to probation and parole officers, classification officers, and other NMCD staff who interface with victims.

Strategy 5: Establish community partnerships with other victim service agencies in order to promote collaboration among corrections, victim service providers and criminal justice professionals.

Activities

1. Participate in statewide and local victim service meetings and conferences.
2. Participate in National Crime Victims’ Rights Week.
3. Participate in the Governor’s Domestic Violence Commission.

Strategy 6: Continue with the development of community restorative justice panels.

Activities

1. Contract with a restorative justice specialist to expand community restorative justice panels.
2. Conduct statewide restorative justice advisory meetings.
3. Develop policies and procedures to guide program implementation.
4. Provide ongoing education to facilities about community restorative justice panels.
5. Collect data to determine efficacy of the project.

6. Report findings to NMCD's Cabinet Secretary and Deputy Secretaries for their review.

Strategy 7: Continue to track victim notifications to ensure accuracy of information.

Activity

1. Continue to collaborate with the Records Bureau and Classification Bureau to track victim notifications to identify errors.

Objective # IMAC-6: To recruit, hire, train and retain skilled, competent and dedicated correctional officers.

Strategy 1: Utilize all forms of media advertising for recruiting and retaining correctional officers.

Activities

1. Attend job fairs in surrounding states and create our own law enforcement based job fairs.
2. Survey media and advertising outlets and concentrate on those, which are providing the best recruitment opportunities.
3. Target areas, which impact those facilities with newspaper advertisements within New Mexico and its contiguous states.
4. Work with the Department of Workforce Solutions to increase recruitment in communities that have suffered job force layoffs.
5. Broaden college credit hours to include those education institutions that are a part of the facility's community.
6. Bring consistency to recruitment and training efforts throughout the department statewide, by having those facility staff train and apply for the program.
7. Emphasize veteran's services and benefits as a recruiting tool to those who have served in the armed forces.
8. Assign instructors to the individual institutions to address their recruitment needs.
9. When feasible, conduct localized correctional officer training at or near each facility, which will aid in recruiting those individuals who cannot stay in Santa Fe.
10. Offer recruitment incentives for employees referring applicants to NMCD's Training Academy.

Strategy 2: Provide basic correctional officer training.

Activities

1. Provide training in the following areas:
 - a. Emergency response team procedures, equipment, supplies and reading Contraband control and monitoring
 - b. Drug introduction control

- c. Prisoner violence management
- d. Gang identification, validation and control
- e. Shakedown programs
2. Develop and implement correctional officer procedures.
3. Conduct correctional officer safety & weapons training.
4. Provide correctional officer firearms certification.
5. Provide emergency preparedness training for correctional officers.

Strategy 3: Address ACA's accreditation standards requirements for the Training Academy and the Central Office.

Activities

1. Maintain compliance with the standards and legal requirements.
2. Continually update policies and procedures, training plans, institutional materials and enhance requirements to keep current with changing trends.

Strategy 4: Provide ongoing training to correctional officers, supervisors, maintenance staff, etc.

Activities

1. Ensure implementation of mentoring programs at all facilities.
2. Continue distance-learning opportunities for officers.

Strategy 5: Provide a four-week certification-by-waiver academy.

Activities

1. Recruit out-of-state correctional officers to New Mexico.
2. Recruit former correctional officers to return to NMCD.

Objective #IMAC-7: To provide effective substance abuse services for prisoners.

Strategy 1: Assure initial screening, assessment, and diagnosis of all RDC inmates. Addiction Services evaluates the substance abuse history of each prisoner to determine treatment needs. All DWI offenders will be evaluated and referred for treatment, based on a clinical assessment and time to serve.

Activities

1. Assure all RDC inmates receive a standardized substance abuse screen and assessment, Addiction Services has integrated the Texas Christian University Drug Screen, an instrument that was validated on correctional populations, into the NMCD risk and needs assessment protocol.
2. Work with ITD in the needs analysis process to study the Utah medical module that can be integrated into CMIS to enable staff to capture critical medical data.
3. Establish an Addiction Services CHRONO that identifies treatment needs.

Strategy 2: Use Therapeutic Community programming and outpatient addiction programs to provide treatment to substance dependent offenders. Provide the maximum level of services within budgetary and staffing constraints.

Activities

1. Provide Addiction Services Outpatient Recovery programming in all prisons.
2. Increase involvement with 12-step programs and volunteer services.
3. Establish Native American “talking circles” through utilization of Native American volunteers
4. Maintain a standard curriculum base in all TC programs.
5. Continue to require completed treatment as a condition for earning and receiving incentive Lump Sum Awards.
6. Increase programming emphasis on relapse prevention and reentry in all addiction services programs for inmates within 2-6 months of release.
7. Seek culturally sensitive resources and develop initiatives to address relapse prevention and reentry needs. .
8. Provide gender specific approach to female prisoners with substance dependencies.
9. Continue to collaborate with the Behavioral Health Department and the Probation/Parole Division to implement the recommendations developed from the pilot project for inmates with co-occurring addictions and mental health disorders through Co-Occurring State Incentive Grant (CO- SIG) Communities.
10. Work with all correctional and funding entities to implement the recommendations documented in the report provided by Dr. Michael Gendel, the independent expert consultant hired by NMCD to review the Bureau’s system of service provision.

Strategy 3: Continue to support and improve the 72-bed residential treatment program for DWI offenders at the Roswell Correctional Center, and the 48-bed DWI TC program at the Springer Correctional Facility.

Activities

1. Provide ongoing training including cultural competence training and Motivational Interviewing training.
2. Ensure that RDC recommendations are reviewed and followed up by facility staff.
3. Provide technical assistance and monitor treatment fidelity.

Strategy 4: Support staff development through ensuring staff obtains continuing education for licensure and appropriate supervision. Obtain professional training in evidenced-based practices and current substance abuse treatment issues.

Activities

1. Work with providers and the business office to ensure timely licensure renewals.

2. Contract, as needed, to ensure staff received necessary licensure supervision.
3. Provide staff professional training and workshops. Contract with experts in the field for training to update skills and ensure CEU's are provided for licensure requirements.

Strategy 5: Continue to assist with NMCD initiatives regarding parole, release and population control.

Activities

1. Participate in the discharge planning multi-disciplinary teams at all facilities.
2. Submit sentence reduction information for prisoners who have completed programs and are working toward lump sum awards (LSA's).
3. Collaborate with the NMCD Reentry Bureau in order to maximize resources, increase community contacts, and establish a "treatment" network.
4. Participate in the NMCD Reentry Council.
5. Apply for Federal Grants that address reentry, recidivism reduction, and substance abuse including Substance Abuse and Mental Health Services Administration (SAMHSA) Reentry Grants and Second Chance Grants. Due to financial austerity measures, grants that require matching funds may not be considered.

Strategy 6: Use addictions education groups to provide opportunities for behavior modification to prisoners who are identified with substance abuse (rather than dependence) disorders.

Activities

1. Continue to develop and utilize evidenced based practices.
2. Increase range and intensity of services, particularly for those inmates close to release.

Strategy 7: Work closely with AA and NA regional representatives and with 12-step services in local communities to increase the number of AA and NA meetings inside all NMCD prisons.

Activities

1. Continue to work with AA/NA volunteers to expand the volunteer base in all facilities.
2. Standardize the AA/NA volunteer program orientation so volunteers can have a statewide identification badge to travel and provide services.
3. Increase quarterly meetings with 12-step hospital and institution committee representatives to increase volunteer base at locations where there are now none.

Strategy 8: Continue to implement a continuum-of-care model that includes for 12-step sponsor relationships where community sponsors are available. Sponsors provide in-depth study opportunities to "work the 12-steps" on a one-volunteer-to-

one-prisoner basis to further encourage a lifestyle change and provide a support mechanism for selected prisoners.

Strategy 9: Work closely with AA/NA representatives to continue to develop “Clean Connection” (NA) and “Bridge the Gap (AA) programs with NMCD. These approaches work with prisoners while in prison to develop community support upon the prisoner’s release based on the continuum of care model.

Strategy 10: Utilize and continue to develop targeted aftercare opportunities for Therapeutic Community graduates.

Activities

1. Refer, through reentry committees, Therapeutic Community (TC) graduates to community-based TC programs for continued care while on parole.
2. Provide referral information, consultation and support for NMCD residential therapeutic treatment programs for selected offenders on parole including selected parole violators.
3. Continue to collaborate with Behavioral Health and Optum Healthcare along with substance abuse committees and groups to facilitate reentry and treatment integration for therapeutic community graduates.

Objective #IMAC-8: To improve policy development and review through Central Office oversight by restructuring policies to better meet operational needs and provide clear and effective direction to operational units. (Internal Audits and Standards Compliance)

Strategy 1: Continue to ensure policies incorporate federal and state regulations,

Identified national standards and constitutional minima as identified in case law and operational directives.

Activities

1. Incorporate ACA and National Commission on Correctional Health Care national standards as policy references, where applicable.
2. Consult with NMCD Office of General Counsel regarding policy content as it relates to federal and state laws and regulations, and relevant case law.

Strategy 2: Continue to ensure managers and subordinate staff is advised of policy changes and policy requirements.

Activities

1. Designate policy coordinators for major organizational units, facilities and probation and parole regions.
2. Implement a protocol that identifies policy changes and affirmatively notifies managers and designated policy coordinators of such changes.
3. Comply with the schedule to review policies and incorporate updated

American Corrections Association standard references.

Strategy 3: Continue to ensure that all ACA standards for adult correctional institutions, including supplements, are covered by NMCD policies thus eliminating a majority of facility policies.

Objective #IMAC-9: To provide oversight of prisons to ensure compliance with applicable NMCD policy, and thus comply with federal and state regulations, national standards, constitutional minima, and operational directives. Provide oversight regarding contract compliance (Internal Audits and Standards Compliance).

Strategy 1: Maintain self-monitoring for private prisons in selected areas.

Activities

1. Identify areas that will be subject to self-monitoring.
2. Promulgate standardized self-monitoring forms and direct the institution on implementation.
3. Require submission of self-monitoring report on a quarterly basis to the Internal Audits and Standards Compliance Bureau.
4. Contract Monitor will respond with a written report from the facility Warden ensuring all discrepancies are corrected.
5. Results of the audit will be submitted to the NMCD'S Cabinet Secretary, Director of Adult Prisons and Internal Audits and Standards Compliance Bureau Chief.
6. Create a deficiency and corrective action plan database on the facilities' performance to analyze types of deficiencies reported.

Strategy 2: Conduct an annual independent audit of privately operated prisons to ensure compliance with established standards and contract requirements.

Activities

1. Conduct an annual audit and publish an audit report that identifies deficiencies and items that require corrective action.
2. Require corrective action plans from the facility Warden for deficiencies identified by self-monitoring or independent audits.
3. Contract Monitors will follow-up on corrective action plan to ensure they have been implemented and have resulted in correcting the deficiency. A signed report from the facility Warden will be submitted to the Director of Adult Prisons and the Internal Audits and Standards Compliance Bureau Chief.
4. Distribute findings to appropriate managerial staff, Adult Prisons Director, Deputy Secretaries, etc. Provide updates to appropriate management on results of corrective action plan follow-up.

Strategy 3: Consult with NMCD Office of General Counsel regarding implementation and interpretation questions regarding contract requirements and policy applications.

Objective #IMAC-10: To provide oversight of selected Probation and Parole functions, including ensuring compliance with NMCD policies, to comply with federal and state regulations, American Corrections Association national standards, constitutional minima, and operational directives (Internal Audits and Standards Compliance).

Strategy 1: Establish and maintain self-monitoring for Probation and Parole functions.

Activities

1. Identify areas that will be subject to self-monitoring.
2. Promulgate standardized self-monitoring forms and direct probation and parole on implementation.
3. Require submission of self-monitoring report on a quarterly basis to the Internal Audits and Standards Compliance Bureau.

Strategy 2: Conduct an annual independent audit of selected Probation and Parole functions and for major contracts.

Activities

1. Conduct an audit and publish an audit report that identifies deficiencies that require corrective action.
2. Require corrective action plans for deficiencies identified by self-monitoring or independent audits.
3. Follow-up on corrective action plans to ensure they have been implemented and have resulted in correcting the deficiency.

Strategy 3: Consult with NMCD Office of General Counsel regarding implementation and interpretation questions regarding contract requirements and policy applications.

PROGRAM 2. Inmate Programming (IP)

General Appropriation Act

The purpose of the Inmate-Programming program is to provide motivated prisoners the opportunity to participate in appropriate programs and services so they have fewer propensities toward prisoner violence while incarcerated and the opportunity to acquire living skills and links to community support systems that can assist them on release.

Performance Measures and Targets for FY10

- Recidivism rate of the SOAR program by thirty-six months— 35%
- Percent of released inmates who were enrolled in the SOAR program that are now gainfully employed – 78%

- Percent of eligible inmates who earn a general equivalency diploma – 78%
- Percent of participating inmates completing in adult basic education – 32%

Objective #IP-1: To provide effective programs and services for prisoners.

Strategy 1: Use technical assistance from the U.S. Department of Justice, National Institute of Corrections and network with other state corrections departments to improve the professional knowledge and understanding of effective programs and service alternatives in other states.

Activities

1. Participate in national conferences and meetings on corrections programs.
2. Use the Internet to query national agencies on issues to explore and develop alternative options and solutions.
3. Subscribe to national publications regarding programs and services and their efficacy, and share information with colleagues in NMCD.
4. Continue to increase knowledge on best practices for gender specific programming for female prisoners.
5. Utilize and participate in teleconferencing training to include web net opportunities.
6. Achieve accreditation for the Education Bureau through the Corrections Education Association, an affiliate of the American Corrections Association.

Objective #IP-2: To adequately screen and evaluate prisoners, at the time of entry into NMCD and throughout their incarceration, to ensure each individual receives appropriate programs and services.

Strategy 1: Develop an automated needs assessment instrument, which includes evaluation of prisoner's medical, mental health, education and addictions needs. Also, obtain a listing of programs and services by location available through the system to enable the department to place prisoners at facilities where their needs can be met.

Activities

1. Implement the OMP module at each facility in accordance with the policy and procedure.
2. Proceed with the COMPAS pilot project.
3. Establish a protocol for matching prisoner needs and interests to existing programs and services, consistent with the prisoner's assigned custody level.
4. Establish the Career Pathway model in all prisons for educational delivery. Career Pathway is a series of connected education and training programs and support services that enable prisoners to secure employment within a specific industry or occupational sector, and to advance over time to successively higher levels of education and employment in that sector.
5. Ensure all facilities implement comprehensive orientation programs for prisoners in order to provide information about programs and services, and

how to access these, at each facility.

6. Create a system for feedback to enable prisoners to comment on the quality of programs and services offered.
7. Utilize the newly implemented OMP within the CMIS for an ongoing assessment of the effectiveness of the programs based on recidivism, employment, and successful entry into the community upon release. This will show program participation in both Adult Prisons Division (APD) and Probation and Parole Division (PPD).

Objective #IP-3: To provide gender responsive programming for females.

Strategy 1: Follow the guidelines and recommendations provided by the National Institute of Corrections site visit.

Activities

1. Utilize North Pointe COMPAS or Level of Service Inventory-Revised Risk and Needs Assessment and Reentry Assessment containing the gender specific component.
2. Utilize the Relational Inquiry Tool developed by Family Justice, designed to assist inmates in exploring the untapped resources of families.
3. Provide conditions of confinement that meet national standards and constitutional minima, including appropriately trained staff and sound operating procedures. Apply the six principles that define “gender specific.”
4. Provide access to a full range of work and other programs designed to expand the traditional economic and social opportunities for female prisoners. The focus will include education, career counseling, and traditional/non-traditional vocational training.
5. Provide education on life/social and parenting skills.
6. Provide education on trauma sensitive issues, domestic violence and promoting healthy relationships.
7. Deliver medical and mental health services that meet the unique physical and psychological needs of female prisoners, including obstetric and gynecological services, mental health and other counseling.
8. Provide access to appropriate faith-based programs for female offenders.
9. Continue to develop therapy programs for treatment of family-of-origin stressors, such as PTSD.
10. Review current NMCD policies designed for the male population and redevelop the policies for women.
11. Review the NMCD level system that is primarily developed for males and determine if it is appropriate for women.
12. Focus on Reentry initiatives and the pathways that bring females to prison.

Objective #IP-4: To provide a full range of work programs to allow opportunities for offenders to gain marketable job skills, training, economic self-sufficiency, reduce idleness and lower costs.

Strategy 1: In partnership with education programs, offer and promote the Success for Offenders after Release program, the Career Pathways model, prisoner work

details inside and outside of the NMCD facilities, and CID.

Activities

1. Make decisions about program assignment based on accurate information and assessments. The RDC Risk and Needs Assessment with Career Planning determine facility placement based on risk factors and availability of educational programs, and work detail with CID.
2. Participate in intake interview at RDC required for all prisoners to ascertain education and employment history. Information is recorded into the OMP with CMIS, Education Bureau database for use by the receiving facility's education program and/or reentry committee.
3. Use prisoner orientation and handbooks to inform prisoners on the availability and opportunities afforded by the above programs. The receiving facility actively recruits and orients all new prisoners to educational and vocational programming.
4. Offer incentives for programs to include monetary and sentence reduction strategies such as good time.
5. Assess the effectiveness of programming in collaboration with PPD, Department of Workforce Solutions, HSB, and quality assurance.
6. Develop a short term vocational track for women with shorter sentences.

Strategy 2: Using the Transition Accountability Plan process, develop a transition plan to assess prisoner skills, abilities and education at the time of admission at RDC.

Activities

1. Work with TAP management team and case manager to develop and monitor transition strategies. All prisoners in Career Pathways receive advisement services. Advisors attend multi-disciplinary treatment team and reentry committee meetings.
2. Provide appropriate prisoner education, employment reentry and service options. Career planning is an additional element for all educational programs.
3. Develop individual release preparation programs.
4. All education and probation/parole staff are trained in motivational interviewing techniques to promote options for prisoners during incarceration and post incarceration.
5. Assist in preparing parole plans and identify the needs and services in the community.
6. Provide referrals to community providers and links to employment services.
7. Create offender services network in communities.

Objective #IP-5: Provide appropriate educational opportunities to eligible prisoners to improve their education, vocational, cognitive, employability and pre-release knowledge and skills.

Strategy 1: Maintain quality academic programs by adhering to national standards for adult basic education.

Activities

1. Offer post-secondary courses through an accredited college or university to provide credits to apply to the Associate or Bachelor degree or national certification.
2. Provide vocational programs that meet established standards for the profession and create more opportunities for employment.
3. Offer cognitive education programs in all custody levels, private and public.

Objective #IP-6: To promote open lines of communication, provide clarification, direction, and resources for offender's families and constituents.

Strategy 1: The constituent services and correspondence coordinator will continue to support and serve as the central point of contact between NMCD, prisoner's family members, constituents, legislative entities, interdepartmental state agencies and the general public.

Activities

1. Continue to provide relevant information via the web site, phone calls, correspondence, and in-person appointments in order to promote open communication and viable partnerships.
2. Develop policies regarding NMCD staff behavior related to the general public. Efforts focus on improving interactions and NMCD's image.

Strategy 2: Continue to develop programming and services to encourage strong family and community ties that promote reentry success.

Activities

1. Finalize the family handbook with information on the correctional system including visiting hours, rules and regulations, dress codes, mail and property procedures, and available resources in the community to further assist families.
2. Promote continued tele-visits especially at remotely located prison facilities.
3. Continue family visitation through designated family units.
4. Continue and expand use of the hospitality centers in both publicly and privately operated facilities. Improve operations of these facilities.
5. Partner with Family Justice to pilot the Bodega Model and improve NMCD's family approach.

Objective #IP-7: To expand faith-based programs and volunteer services at all public and private prison facilities.

Strategy 1: Improve communication links among Chaplains, volunteer program leaders and NMCD ITD to monitor the effectiveness of faith-based programs on reducing recidivism rates for program participants.

Strategy 2: Improve volunteer application, training, and clearance procedures by improving communication among volunteer program leaders, facility chaplains and Wardens. Focus on streamlining clearance procedures for volunteers who offer program services at multiple facilities. Develop a Central Office volunteer master clearance list. Utilize OMP computer program to set up master volunteer list. Allow volunteer program leaders to have input designing and implementing volunteer training curriculum.

Strategy 3: Continue to facilitate three-day faith based seminars for Kairos and Encuentro with Christ volunteer programs.

Strategy 4: Continue to facilitate Thresholds and Crossings aftercare support.

Strategy 5: Develop faith-based peer mentor aftercare support program. Develop pre-release mentor screening policy and procedures for ex-inmate volunteer program leaders in the community that are providing aftercare services through AA/NA and faith communities.

Strategy 6: Continue to facilitate Prison Fellowship's Project Angel Tree program that provides Christmas gifts to children of incarcerated parents on behalf of the incarcerated parent.

Strategy 7: Continue to promote evaluation and improvement of volunteer programs at chaplain's quarterly meetings. Develop training program for volunteer leaders to provide initial orientation training for their new volunteers and then network with chaplains to obtain National Criminal Information Center (NCIC) clearances and prison facility approval.

Strategy 8: Continue to promote networking among chaplains and Native American Spiritual Advisor at quarterly meetings. Evaluate compliance with Native American Counseling Act.

Strategy 9: Facilitate communication and support for inmate families through the expansion of Wings Family Ministry at public and private prison facilities.

Strategy 10: Develop pilot program at Southern New Mexico Correctional Facility (SNMCF) in Las Cruces with Crossings volunteer program leaders and Success for Offenders after Release Program.

PROGRAM 3. Corrections Industries Division (CID)

General Appropriation Act

The purpose of the Corrections Industries program is to provide training and work experience opportunities for prisoners in order to instill a quality work ethic and to prepare them to perform effectively in an employment position and to reduce idle time of prisoners while in prison.

Performance Measures and Targets for FY10

- Profit and loss ratio – Break even
- Percent of eligible inmates employed – 11%

Objective #CID-1: To use CID programs, in partnership with Education and Prison Reform and Reentry to provide meaningful employment opportunities that correlate with skills, attitudes and experience necessary to place released offenders in the job market.

Strategy 1: Provide a full range of employment opportunities and vocational training to provide offenders an opportunity to gain marketable skills, training and economic self-sufficiency.

Activities

1. Partner with the Education Bureau to provide certificate programs for inmate training while they work in each of the CID's programs.
2. Continue to identify and implement new programs that provide inmate jobs and post incarceration employment opportunities.

Objective #CID-2: Ensure that each CID program is viable by increasing production and improving quality control.

Strategy 1: Work with each program to develop a sound business plan and practices.

Activities

1. Restructure quality control procedures and processes at each CID program.
2. Improve CID's website and use it as an intricate sales tool.
3. Centralize inventory to improve control and minimize loss.
4. Work with State Purchasing to maximize our visibility in the state entity sales market.

Objective: #CID-3: To reduce inmate idleness by providing employment and training opportunities for eligible inmates.

Strategy 1: Pursue alternatives to identify more programs at the Level I and II facilities since these offenders are most likely to be released the soonest.

Activities

1. Continue to improve the operations of the six programs that serve Level I and II offenders.
2. Pursue the development of CID's programs in Springer.
3. Work with the Education Bureau to develop college certification programs for all of the Level I and II programs.

Strategy 2: Pursue joint ventures with the private sector under the private sector Prison Industry Enhancement Certification Program (PIECP).

Activities

1. Development of new programs.
2. Building partnerships with private sector business to identify program opportunities.

PROGRAM 4. Community Offender Management (COM)

General Appropriation Act

The purpose of the community offender management program is to provide programming and supervision to offenders on probation and parole. The emphasis is on high-risk and high needs offenders, to increase their probability of becoming law-abiding citizens and to protect the public.

Performance Measures and Targets for FY10

- Percent turnover of probation and parole officers – 20%
- Percent of out-of-office contacts per month with offenders on high and extreme supervision on standard caseloads – 90%
- Average standard caseload per probation and parole officer – 92
- Average intensive supervision program caseload per probation and parole officer – 20
- Percent of absconders apprehended – 15%
- Average number of offenders in intensive or high-risk supervision - 25

Objective #COM-1: To provide enhanced programs and services for offenders assigned to probation and parole supervision.

Strategy 1: Seek budget resources to ensure best practices for supervision that can be achieved and implemented in the field.

Activities

1. Achieve a probation and parole officer regular caseload at 92 and special caseload (Intensive Supervision Program (ISP)) and specialized) at 20-30 (targets).
2. Use CMIS workload formula to monitor the work of Probation and Parole Officers to determine when a district is becoming overworked or falling behind to ensure that workload distribution is equitable. Set a goal of each officer having no more than 175 (normalized) workload points.

New Mexico Corrections Department Strategic Plan 2009-2010

3. Utilize RDC for the purpose of supporting and reducing the workload of field supervision by assisting with the management of all minimum risk offenders through a monthly call-in system, and assist in the supervision of offenders on GPS supervision. RDC is also available to assist Probation and Parole Officers by entering field contact information for Probation and Parole Officers. RDC also serves as a centralized location for auditing and quality control for supervisors and region managers.
4. Expand and upgrade office space as lease agreements expire to improve the work environment building security, which includes electronic alarms and video surveillance.
5. Utilize a statewide professional service agreement for laboratory urine collection and drug testing services. This will reduce collection activities by Probation and Parole and ensure consistent laboratory collection and testing protocols statewide to meet Parole Board and/or court ordered requirements.
6. Maintain vehicle fleet to meet the field requirements as outlined in policies and procedures.
7. Continue to ensure consistent, timely and proactive training to enhance staff knowledge and to promote a professional work force and the utilization of motivational interviewing communication skills.
8. Audit and track offenders in detention under the Probation and Parole Division's jurisdiction in order to effectively monitor disposition of the offender.
9. Monitor the division's practices to ensure compliance with American Corrections Association standards.
10. Re-develop and enhance internal training methods and curriculums to meet the needs of the division's staff and ensure the use of best practices in the supervision of offenders statewide.
11. Under existing budget resources, provide enhanced and current safety equipment, to include new bulletproof vests, for staff statewide.
12. Provide annual training for supervisors to enhance existing job skills and introduce new evidence-based concepts for implementation in daily work.
13. Created an exposure control plan to be implemented statewide to ensure universal precautions are utilized by staff when handling potentially infectious material, and providing training on these materials to staff statewide.

Strategy 2: Develop after-care program strategies and services for prisoners released from prison, transition strategies from prison to community supervision and family reunification.

Activities

1. Continue to convene institutional multi-disciplinary reentry committee meetings to include prisoner participation for the purpose of reentry planning to promote successful offender reentry.
2. Continue to assign staff as institutional reentry coordinators to facilitate the discharge planning process.
3. Monitor job duties of the Institutional Reentry Coordinators to include, organizing the reentry committee meetings, coordinate behavioral health, medical, educational and other institutional information as part of the reentry

plan, facilitate applications for benefits, birth certificates, social security cards and photo IDs and expedite communication between the field and institutional staff as well as organize video conferencing.

4. Continue to assign staff as Probation and Parole regional transition coordinators for the purpose of following up on discharge plans on hard-to-place prisoners and to assist the Probation and Parole Officers to link with community resources.
5. Monitor job duties of the Probation and Parole Regional Transition Coordinators to include, community outreach, development of linkages for housing and job placement, coordination efforts with other public agencies, visits to treatment centers and halfway houses for inspections, organize training seminars for offenders and coordinate video conferencing between the field offices and institution. Provide training for Transitional Coordinators to monitor treatment dollars regionally to ensure that use of treatment monies is kept in line with budget requirements.
6. Provide training for reentry/transition staff to ensure a continued team effort, consistent protocols/practices and to update knowledge and information pertaining to resources/services.
7. Expand utilization of video conferencing equipment at select facilities and probation and parole offices statewide, to include the Men's and Women's Programs.
8. Implement use of video recording equipment for the taping of video conferencing reentry meetings and other activities.
9. Create a partnership with the DOH to provide services for offenders in offices statewide utilizing existing community resources.
10. Request legislative appropriation for expansion of reentry staff and community treatment.
11. Expand gender specific pilot probation parole caseload for females in Albuquerque to caseloads statewide.

Strategy 3: Maximize existing resources from other state or federal agencies to provide assistance for the offender's successful transition into the community.

Activities

1. Seek state and federal funding for programs and services.
2. Work closely with the Collaborative Behavioral Health provider network to maximize resources.
3. As part of the statewide Behavioral Health Purchasing Collaborative, PPD will be able to access linkage with community resources offered through other state agencies including but not limited to the DOH, Human Service Division's Behavioral Health Sciences Division, and the Department of Workforce Solutions.
4. Explore rate increases for treatment services as part of the Behavioral Health Collaborative initiative toward creating a uniform rate for all treatment providers.
5. Continue to submit to grant applications for available funds to expand resources.
6. Work with the executive, legislators and local governments to seek community

funding for hard-to-place probation and parole offenders.

Objective #COM-2: Effectively supervise high-risk and high-needs offenders by collaborating with law enforcement agencies and using effective community risk assessment procedures.

Strategy 1: Continue to implement effective risk assessment instruments to identify high-risk and high-needs offenders on probation and parole.

Activities

1. Implement the New Mexico Risk and Needs Assessment developed by the Institute for Social Research as a tool to identify offender risk of recidivism and needs for treatment and services in the community.
2. Assure that the community risk/needs assessment is completed and attached to the reentry plan prior to the offender's release.
3. Identify appropriate offenders for referral to the Local Driving While Intoxicated (LDWI) program for treatment and service provision.

Strategy 2: Develop protocols for the supervision and monitoring of high-risk and high-need offenders.

Activities

1. Revise policy to standardize protocols for the supervision of high-risk and high-needs offenders statewide to meet evidence based practices.
2. Create high risk officers, as needed and as funding allows, supervising a specialized high-risk caseload to enhance public safety and to reduce caseloads statewide.
3. Utilize Fugitive Apprehension Officers to focus on apprehension of high-risk offenders and absconders from supervision.
4. Utilize Fugitive Apprehension Officers to initiate and coordinate tactical operations with other law enforcement agencies targeted at high-risk offenders.
5. Implement protocols and create Memoranda of Understanding (MOU) with local law enforcement agencies that provide armed officers as escort on potentially hazardous field contacts.
6. Implement protocols and create MOU with local law enforcement agencies that provide armed officers as escort on potentially hazardous field contacts.

Strategy 3: Develop protocols for maximizing the supervision and monitoring of sex offenders.

Activities

1. Continue to utilize active GPS devices on sex offenders as directed by law.
2. Continue operation of the Response Center to provide 24-hours a day, seven days a week operation to oversee the active surveillance of sex offenders on GPS.

New Mexico Corrections Department Strategic Plan 2009-2010

3. Maintain a sex offender compliance officer for statewide auditing of sex offender status as it relates to new statutes and to serve as a resource to law enforcement and for internal data and statistical reporting.
4. Continue to create sex offender specialized Probation and Parole Officers to supervise a sex offender caseload, as funding and resources allow.
5. Review policy annually to maintain standardized protocols for the supervision of sex offenders statewide to meet evidence based practices.
6. Collaborate with Department of Public Safety and various agencies as possible regarding tracking, monitoring and data sharing of information pertaining to sex offenders.

Strategy 4: Establish mechanisms for effective coordination with local, state and federal law enforcement officials to monitor and track all offenders.

Activities

1. Continue collaboration with law enforcement agencies through memoranda of understanding and joint powers agreements.
2. Continue to be active with the following community policing efforts: Burglary Task Force, Narcotics Task Force programs, the New Mexico Gang and Terrorism Task Force, the U.S. Attorney's Safe Streets initiative and Crime Stoppers organizations statewide to include Weed and Seed operations.
3. Assign a full-time employee in the Albuquerque area to the U.S. Marshal's office to help develop cases against felons who possess firearms while under supervision.
4. Work with districts throughout the state to use New Mexico Gang Task Force for funding of gang sweeps and field checks.
5. Continue to participate in the federal High Drug Trafficking Area initiative.
6. Create memoranda of understanding with State Police and local law enforcement agencies to assist in the provision of armed officers for all potentially hazardous field contacts conducted by staff.
7. Collaborate with the Bernalillo County sex offender registration program located at an Albuquerque District Office.
8. Develop protocols and utilize existing position(s) for the transportation of probation/parole violators to detention facilities.
9. Maintain National Corrections Information Center access on all Probation and Parole Officer's desktop to facilitate the continued activity of conducting warrant checks on each offender when reporting to a probation and parole office.
10. Maintain a criminal analyst position for the purpose of gathering data and statistical reporting for compliance with performance measures, track and project population growth for future planning and resource allocation, and support information sharing with outside law enforcement agencies.

Strategy 5: To manage offenders on probation and parole in a cost-effective manner to protect the public and maximize the offender's successful reentry to the community.

Activities

1. Use the New Mexico risk/needs assessment instrument developed with the Institute for Social Research as a validated tool to identify the risk level of offenders for appropriate supervision and for effective treatment services through the OMP module.
2. Identify barriers between supervision and services for on-going future planning and create measurable objectives for offenders to successfully reintegrate into the community.
3. Use the Parole Violation Assessment Tool to categorize and track parole violators by the seriousness of their violation, whether they absconded or committed a new crime, and direct technical violators toward alternative sanctions, if possible.

Objective #COM 3: To effectively use population control strategies to manage the offender population growth so the need for prison construction is minimized.

Strategy 1: Identify strategies to provide offenders additional opportunities for reintegration and success by utilizing alternatives to incarceration for violations.

Activities

1. Train and educate staff regarding alternatives to incarceration when public safety is not compromised.
2. Conduct review and oversight of probation and parole policies and practices, to ensure compliance with attempts to provide alternatives to incarceration for violations.
3. Evaluate success of program referrals and treatment plans to ensure they meet expectations of minimizing the utilization of prison beds.
4. Provide offenders with interventions targeted to factors relating to their criminal behaviors and attitudes.

PROGRAM 5. Community Corrections (CC)

General Appropriation Act

The purpose of the Community Corrections Programs is to provide selected offenders on probation and parole with residential and nonresidential service settings and to provide intermediate sanctions and post-incarceration support services as a cost-effective alternative to incarceration without undue risk to the public.

Performance Measures and Targets for FY10

- Average community corrections program caseload per probation and parole officer – 30
- Percent of male offenders who complete the residential treatment center program – 75%
- Percent of female offenders who complete the residential treatment center

program – 75%

- Percent of female offenders who complete the halfway house program – 75%

Objective CC-1: To provide community programs/services for offenders on probation and parole with residential and other cost-effective service alternatives to incarceration.

Strategy 1: Maintain program capacity at the New Mexico Women’s Recovery Academy at a rate of 85%.

Activities

1. Ensure program staff works closely with both prison and probation and parole staff to facilitate referrals to the program.
2. Implement a tracking system to monitor the referral process for timeliness of review, approval and program intake.
3. Maintain a waiting list for program placement prioritizing those women releasing directly from prison.
4. Complete the relocation of the New Mexico Women’s Recovery Academy from Los Lunas to the Old Turquoise Lodge facility in Albuquerque.
5. Increase access to community resources supporting reintegration efforts including but not limited to GED and college programming, local libraries, and employment opportunities now available based on the new location of the program.
6. Utilize PPD’s in-house psychologist to expedite the mental health/addiction screenings as part of the referral process to the program.
7. Collaborate with gender-specific Probation and Parole Officers to improve the access for female offenders to relevant community resources.

Strategy 2: Maintain program capacity at Men’s Residential Substance Abuse Program (New Mexico Men’s Recovery Academy) at a rate of 85%.

Activities

1. Ensure program staff works closely with both prison and probation and parole staff to facilitate referrals to the program.
2. Implement a tracking system to monitor the referral process for timeliness of review, approval and program intake.
3. Maintain a waiting list for program placement prioritizing those men releasing directly from prison.
4. Complete the relocation of the New Mexico Men’s Residential Substance Abuse Program from Fort Stanton to Los Lunas at the facility vacated by the Women’s Recovery Academy.
5. Increase access to community resources supporting reintegration efforts including but not limited to GED and college programming, local libraries, and employment opportunities now available based on the new location of the program.
6. Utilize PPD’s in-house psychologist to expedite the mental health/addiction

screenings as part of the referral process to the program.

Strategy 3: Continue to contract for residential and non-residential treatment services funded through community corrections, general fund and federal funds, as available.

Activities

1. Design effective treatment programs that provide residential and non-residential services utilizing best practices.
2. Promote a “treatment team” concept and close communication between the Probation and Parole Officer and the provider of special program services.
3. Make every effort to divert probationers and parolees from incarceration using community resources.

Strategy 4: In collaboration with the Behavioral Health Purchasing Collaborative and Optum Health, assess the effectiveness of community corrections services through program audits.

Activities

1. Monitor Optum Health audit findings on a quarterly basis.
2. Monitor expenditures and service provision to ensure efficient and effective access to treatment services.
3. Research available resources in the community to meet the needs of offenders.
4. Recommend and request funding for expanded and/or enhanced community corrections services as a result of performance audits or needs assessment population control strategies.
5. Implement a tracking system to monitor treatment dollars for each Region statewide to maintain budget availability and compliance.
6. Complete audits of Optum Health claims processing on a semi-annual basis or as directed by the Collaborative.
7. Maintain membership on the Behavioral Health Purchasing Collaborative Internal Oversight Team (subcommittee).

PROGRAM 6. Program Support (PS)

General Appropriation Act

The purpose of Program Support is to provide quality administrative support and oversight to the department operating units to ensure a clean audit, effective budget, and personnel management, and cost-effective management information system services.

Objective #PS-1: To ensure professional service, and excellence, accountability, and integrity in the fiscal management of NMCD activities and programs (Financial Management and Budget Bureaus).

Strategy 1: Maintain high standards for internal control within the financial system and NMCD workflow process and promote the efficient and effective use of resources to ensure public trust and confidence.

Activities

1. Continuously review internal control systems to determine areas in need of improvement.
2. Maintain current accounting standards as set by the Department of Finance (DFA) and Administration's Financial Control Division and the Governmental Accounting Standards Board (GASB).
3. Continuously review accounting document workflow processes to determine areas for improved efficiencies.
4. Provide high customer service standards to improve intra-agency communications and enhance public trust and confidence.
5. Continuously evaluate and realign processes as needed for improvement.

Strategy 2: Provide for accurate budget preparation and hold division directors, deputy directors, program managers and wardens more accountable.

Activities

1. Coordinate the development of the department's annual budget request and operating budget in conjunction with the State Budget Division and Legislative Finance Committee (LFC).
2. Prepare materials for presentation on the budget to the Governor, Legislature, news media and public.
3. Provide direction on and oversight of the allocation and use of funds for each of the NMCD programs.
4. Approve and prepare the adjustment of appropriations and authorizations through the Budget Transfer Request process.

Strategy 3: Conduct monthly budget reviews and hold program managers/division directors fully responsible for the management of funds allocated to their programs.

Activities

1. Monitor program expenditures to identify potential problems as well as deviations from approved spending plans.
2. Monitor personnel transactions and contractual services and provide recommendations for approval.
3. Provide a broad range of strategic advice to the secretary of corrections, deputy secretaries, program managers and division directors on budget and financial management.

Strategy 4: Submit the annual financial and compliance audit within the deadline mandated by state statute, the State Auditor's Rule and administrative codes.

Activities

1. Develop an audit work schedule and adhere to deadlines for preliminary audit work.
2. Maintain quality accounting and audit staff by hiring well-trained and

educated professionals, and provide financial training to staff annually.

Strategy 5: Ensure the annual financial and compliance audit contains an unqualified opinion.

Activities

1. Maintain accounting systems in compliance with current accounting standards, and the standards and mandates of DFA and Administration's Financial Control Division and the Office of the State Auditor.
2. Evaluate and realign control standards so they are sufficient to maintain financial system accuracy and accountability.
3. Provide direction and training to NMCD staff regarding the proper accountability standards in order to reduce errors.

Strategy 6: Develop and maintain grant management accountability mechanisms to ensure proper disbursement and monitoring of funds.

Activities

1. Audit agency organizational units for compliance with NMCD policies and procedures.
2. Incorporate new policies and procedures upon approval of new action items.

Strategy 7: Develop and maintain NMCD financial policies and procedures to promote the highest accountability standards and work flow processes.

Activities

1. Annually evaluate, or more frequently if needed, the NMCD policies manual, test procedures and incorporate changes as needed.
2. Incorporate new policies and procedures upon approval of new action items.

Objective #PS-2: To promote a quality work environment through effective recruitment and retention, and provide staff development for employees and for operational improvements (Human Resources and Labor Relations).

Strategy 1: Strengthen human resource recruitment, retention and performance to ensure a workforce that is skilled, diverse and committed to excellence.

Activities

1. Complete annual field audits of divisions/facilities for human resource activities to include personnel, payroll, benefits, training and roster management.
2. Provide opportunities for employees to gain/use skill sets that add value to their positions through mentoring, cross training and shadowing other employees.
3. Provide an immediate recruitment incentive of administrative leave for those

employees who recruit correctional officers.

Strategy 2: Effectively use an automated deployment system to maximize use of human resources and to reduce overtime. Ensure overtime is used in the most effective manner.

Activities

1. Analyze all posts on an annual basis to ensure efficient use of manpower.
2. Provide annual training to staff to ensure the automated system is maximized.

Strategy 3: Promote labor relations as an effective method to include employees in the implementation of the administration's goals and objectives.

Strategy 4: Improve the integrity and security of computer systems and make more effective use of information technology.

Strategy 5: Complete employee performance evaluations within the current guidelines to enhance employee understanding of position requirements, job assignments and expectations, and further develop the employee, in part by providing training opportunities for employees, to improve their job assignments efficiently and effectively.

Activities

1. Develop ongoing training programs to improve work performance, communications, timeliness and productivity to include Motivational Interviewing. Offender employment specialist training, case management, and community outreach.
2. Promote communication so NMCD employees are clear on the goals and responsibilities for each position.

Objective #PS-3: To develop and consistently apply fair, nondiscriminatory personnel policies and practices (Human Resources Bureau and Office of General Counsel).

Strategy 1: Comply with federal laws, regulations and guidelines and state laws and State Personnel Office rules and regulations, and the Collective Bargaining Agreement.

Activities

1. Enforce NMCD policies and procedures consistently to ensure fair and equitable treatment of employees.
2. Develop and implement training and directives, and work with managerial staff to ensure consistency in application and practice.

Strategy 2: Develop procedures so that alleged misconduct is reported to appropriate supervisors and/or authorities for all identified instances of alleged employee

misconduct.

Strategy 3: Maintain logs or records regarding categories of disciplinary action with corresponding range of typical sanctions.

Strategy 4: Apply standard investigational protocols for alleged employee misconduct, up to and including Special Investigations of Internal Affairs (SIIA) investigation for the most serious allegations, in order to conduct thorough, fair, and well-documented investigations.

Objective #PS-4: To provide NMCD with an Information Technology Division (ITD) environment that meets the department's needs through system-wide changes that maximize communication, data sharing, data access capability, a common network platform, routine system-wide backups, and common software applications.

Strategy 1: Maintain and enhance an integrated communications network to connect NMCD personnel with people and information inside and outside NMCD, and to allow people outside NMCD to easily access appropriate information.

Activities

1. Evaluate and implement new technologies that will improve communication and information exchange.
2. Provide and support employees with workstations, software and information technology tools within state standards to enable them to perform tasks efficiently and effectively to achieve NMCD goals.

Strategy 2: Continuously identify new NMCD business requirements and software that will assist employees to meet their daily task requirements more efficiently.

Activities

1. Support and enhance applications developed, or contracted, to enable more efficient management of department clients and streamline the operations of the NMCD.
2. Implement a physically separate video network to improve the scheduling of more videoconferences, which will not affect the performance of the data network.
3. Continue to work with staff at all state run facilities to enhance and support facility management systems that are controlled by automated systems.
4. Implement Corrections Technology Association (CTA) modules for CMIS that is in compliance with the State Strategic Plan.
5. Implement a disaster recovery service for CMIS that is in compliance with the State Strategic Plan.
6. Implement a new ACA tracking system to enable the Audit and Compliance Bureau to manage the records/files associated with ACA audits in a more timely and efficient manner.

Objective #PS-5: Implement facilities management operations based on the needs of the institutions and NMCD initiatives.

Strategy 1: Develop a long-range strategic plan to provide for facility projects.

Activities

1. Develop an on-going five-year plan for facility capital outlay and maintenance projects that will be updated at least annually or more frequently as needed.
2. Develop an effective maintenance system for each facility for standardization among facilities.
3. Obtain the software necessary to standardize the physical plant maintenance work order system.
4. Provide a standardized maintenance system for each facility with management of physical plant services functions coordinated with facilities and central offices.

Strategy 2: Develop cost-effective strategies to lower NMCD expenditures for maintenance costs.

Activities

1. Provide opportunities within the facilities to explore cost-saving initiatives.
2. Provide opportunities within the facilities to explore cost-saving initiatives to be accomplished by securing statewide price agreements for various maintenance and construction services.
3. Provide training to staff to educate personnel on facility operations and energy savings proposals.
4. Facilitate a request for proposals for energy savings services through statewide facilities improvement via energy saving companies and organizations initiatives.
5. Initiate a professional services contract to support design and build construction plans at all correctional facilities and support buildings.

Objective #PS-6: To educate the public and the media regarding crime and corrections public policy issues.

Strategy 1: Educate the public and media regarding corrections public policy issues and operations, the benefits of controlling the cost of corrections, and by increasing the opportunities for offenders to succeed in the community through the use of half-way houses, residential treatment beds, training and support services, and community-based medical and mental health services.

Activities

1. Increase opportunities to speak to more community groups about NMCD.
2. Allow more supervised groups to tour the facilities.
3. Improve employee participation in community events.
4. Update website to provide answers to the public's most frequently asked

questions to include topics like death row and recidivism.

5. Provide training for facility public information officers so they can respond to news media inquiries in a timelier manner. Establish annual media days at prisons to improve media relations.
6. Explore non-traditional opportunities to promote the department's mission and message.

Objective #PS-7: To work with and coordinate with other agencies, including law enforcement, in the community.

Strategy 1: Participate in interagency task forces, conferences, teleconferences, luncheons and other meetings.

Strategy 2: Conduct inter-agency training efforts such as disaster drills at facilities.

Strategy 3: Develop and maintain MOU's with other agencies in areas of mutual concern.

Objective #PS-8: Lower the cost of housing prisoners in private prisons.

Strategy 1: Continue to meet and negotiate with contract vendors to obtain the lowest per diem rate without jeopardizing services.

Activity

1. Continue to negotiate with private prison contractors.

Strategy 2: Increase bed space at existing private prisons to achieve greater economy of scale, if necessary.

Activity

1. Continue discussions and negotiations with contract vendors.

Strategy 3: Monitor private prison contractors to ensure the department obtains all services set out in the contract, including staffing.