

*New Mexico Corrections Department
Strategic Plan for Fiscal Years 2013 through 2018*



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

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

September 4, 2012

New Mexico Corrections Department
4337 State Road 14
Santa Fe, New Mexico 87508

Message from the Cabinet Secretary

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

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

In summary, our FY 2014 strategic plan represents the thoughtful attention and effort of NMCD staff from the line to executive levels of the organization who have demonstrated the necessary independence of mind to endure the short term discomforts of turning away from what may be comfortable to a level of planning that is more compatible with our long term success. In closing, the strategic planning represented in this work clearly represents our understanding that, while in the complex business of corrections we will always be asked to confront unpredictable and unplanned forces, it will not be luck or any other external factor that will determine our ability to deliver public safety service. To successfully sustain our responsibility for *public safety*, we must plan our future based on the consistency in values, long term goals, methods, and ultimately action represented in this work.

Respectfully Submitted,

Gregg Marcantel
Secretary of Corrections

New Mexico Corrections Department

Key Work Systems



Workforce Management

- Employee Recruitment
- Basic Training & Certifications
- Advanced Training
- Employee Recruitment
- Leadership Development Institute
- Professional Standards
- Employee Retention
- International Training



Public Safety and Security Management

- Facility Security
- Community Supervision, rehabilitation and counseling
- Offender Risk Assessment
- Emergency Management
- Security Threat Management
 - Inmate Population Management
- Constituent Services



Inmate/Offender Support Management

- Inmate Healthcare
- Offender Needs Assessment
- Offender/Inmate Rehabilitation and re-entry programs and services
- Corrections Industries
- Inmate Work Programs



Business Management

- Budget Control
- Procurement and Contract Control
- Internal Audit and Compliance
 - Facilities Management
- Public Affairs Management
- Information Technology

Overview

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

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

New Mexico has a total of 10 prisons throughout the state and houses over 6,600 inmates. Six of the prisons are state-operated and four are operated by a private vendor. The NMCD also operates 47 offices in 42 communities that provide community-based supervision and rehabilitative services to over 17,000 offenders released from prison or pre-sentenced by the courts. The Department is committed to keeping the public safe, not only during incarceration, but through release and discharge into the community.

Public and Private Prisons. The Penitentiary of New Mexico (PNM) is located south of Santa Fe on 470 acres of state-owned property. The prison has three units: Level II - minimum restrict, Level IV – medium-high security, and a Levels V and VI – maximum security. The PNM has the capacity to house 864 inmates and currently holds 844 inmates, or 98 percent capacity. Thirty-one percent of the 844 inmates, or 268, are deemed eligible to work outside of the facility under direct supervision. Inmates are employed as porters at the prison facilities and administrative offices, and on road and park crews. The PNM employs 356 custody staff directly responsible for inmates and 113 non-custody support staff responsible for services that support custody staff. Staff vacancies at this facility are about 22 percent.

The Southern New Mexico Correctional Facility (SNMCF) is located west of Las Cruces on 140 acres of Bureau of Land Management property and 261 acres of state-owned land. The prison has a total capacity for 768 inmates and currently houses 670 inmates, or 87 percent. The capacity is lower at this facility because of heating, ventilation and air conditioning upgrades to a housing unit. The main prison facility houses up to 480 moderate to high risk offenders classified as Level III – general population, Level IV – closed custody, and interim Level VI - segregation. Due to the high concentration of prison gang members at the facility, the security systems at SNMCF provide for increased supervision, small group controlled movement and intensive monitoring by the Office of Security Threat Management. The Level II facility holds a maximum of 288 low risk offenders who are eligible to work under direct supervision. The prison has 246 custody and 79 non-custody staff. The staff vacancies at SNMCF are approximately 19 percent.

The Western New Mexico Correctional Facility (WNMCF) is located in Grants, New Mexico on 430 acres of land owned by the State Land Office. The prison has a maximum capacity to house 428 inmates in Levels II and III. Currently, it houses 346 male and 36 female inmates. WNMCF houses a high-risk prison gang population that requires an increased level of supervision, and intensive security threat

monitoring and intelligence gathering. The prison has 138 custody and 54 non-custody employees. Staff vacancies at this facility are 30 percent.

The Central New Mexico Correctional Facility (CNMCF) located in Los Lunas on approximately 1,300 acres of state-owned land. The CNMCF is the largest prison in the state with an inmate capacity of 1,300. The prison is a multi-function facility which includes mental health treatment, long-term care, geriatric care, high security alternative placement, a 24-hour medical care clinic, and is the reception and diagnostic center for all incoming male inmates. The CNMCF is the only facility with inmates from all custody levels. The Level I Unit houses low-risk inmates that qualify for participation in off-site work programs, including the Energy, Minerals and Natural Resource Department State Parks Division firefighting crews, and road cleanup crews. Inmates can participate in the forestry certification training program which provides hand-on training and certification in wild land fire fighting and forestry maintenance. This program provides inmates with a marketable skill that is highly recognized by potential employers. The CNMCF employs 356 custody and 121 non-custody staff. Staffing vacancies at CNMCF are 18 percent.

Roswell Correctional Center (RCC) is located in Hagerman on 78 acres of state-owned land. The RCC is a Level II facility with an inmate capacity of 340. The facility is at 95 percent capacity currently housing 324 male inmates. The prison employs 54 custody and 27 non-custody staff. The staffing vacancy at this facility is 24 percent.

The Springer Correctional Center located on the former grounds of the New Mexico Boys' School is on 4,000 acres of state-owned property. Three hundred of those acres can be used for grazing and 360 acres are equipped with a sprinkler system where hay is grown. The SCC is a Level I and Level II correctional facility capable of housing 296 inmates. Currently, the prison is at 85 percent capacity or 254 inmates. The prison employs 72 custody and 31 non-custody staff. Staff vacancy at SCC is almost 38 percent.

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

Community Programs. The Community Offender Management Program is made up of the Probation and Parole Division whose strategic objective is to promote public safety by enforcing probation and parole requirements through implementation of evidence-based assessment tools and rehabilitative programs. The Division has 399 positions statewide. The Division has four regions throughout the state (Albuquerque, Santa Fe, Roswell and Las Cruces) providing alternatives to incarceration and post-prison supervision services. Region II in the Albuquerque Metropolitan area has two offices, standard supervision and special programs. The Division also has a unit dedicated solely to community-based programs for offenders that have been assessed as having a higher risk for reoffending and who have multiple barriers to achieving success in the community.

I. Mission

For a mission statement to be something that guides the actions and decisions of an organization at every level, it must convey organizational direction in a manner that is understood and accepted by all. Accordingly, as public safety professionals our OATH to protect our community is our guide, therefore in lieu of an otherwise wordy mission statement, that would be less likely remembered by the members of our organization at critical operational levels, we chose to immortalize the mission into an oath that better resonates with the culture of corrections.

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

II. Core Values

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

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

Courage. Those called to work in the field of corrections cannot be either meek or timid. The mere origin of the word comes from the French word “coeur”, meaning heart. It takes “heart” to do the right things, for the right reasons, at the right times (always), especially in the negative environments the men and women of the NMCD confront each day.

Responsibility. The corrections profession is rarely judged by its successes, in fact, the successes of the NMCD are found latent behind prison walls and in our communities when offenders choose not to victimize our neighbors. Accordingly, the core value of responsibility represents our willingness to prevail under these difficult circumstances and pursue our daily responsibility to public safety, even when it comes at great personal risk and loss.

Ethics. Our personal and organizational ethics are the cornerstone that characterizes the quality of our commitment to public safety service, creating the basis by which the people of New Mexico should regard and trust our service. To reach our long-term aspirations and vision, our future decisions and actions shall require the ethical independence of mind to reject the pressures to conform to those influences incompatible with our remaining core values.

Dedication. The road to shaping our future will require an inner will and discipline to create an exceptional outcome, no matter how difficult the task(s) at hand may be. The core value of dedication not only represents our willingness to succeed in the face of inevitable unplanned

circumstances, but also our discipline to accept the pressures of uncertainty and appropriately mitigate their effect for the successful delivery of public safety.

III. Agency Purpose

The NMCD exists to preserve the public safety of the people of New Mexico through the maintenance of safe and secure prison environments and delivery of vigorous community supervision and counseling programs that offer offenders the necessary pro-social skills, attitudes, and beliefs for successful reintegration and return to our communities.

IV. Agency Vision

Though innovative and principled public safety strategies, the NMCD shall set the ethical standards and correctional best practices for the statewide corrections community.

V. NMCD Strategic Objectives

A. Organizational

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

Managing Strategy 1: Establish and use effective lines of communication

Implementing Initiative 1.1: Establish relevant and sustainable policies.

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

B. Public Safety and Security Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Implementing Initiative 6.1: Conduct victim outreach and training

C. Inmate and Offender Support Management

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

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

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

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

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

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

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

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

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

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

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

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

Implementing Initiative 8.1: Build up the capacity of communities to work with reentry issues and to improve the successful reentry of offenders by making faith and community-based resources more available to offenders, prison staff and community-based correctional staff during the reentry process.

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

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

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

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

Implementing Initiative 9.2: Closely monitor pharmaceutical costs.

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

Implementing Initiative 10.1:

D. Workforce Management

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

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

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

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

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

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

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

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

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

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

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

Managing Strategy 14: Strengthen relationships with international correctional entities.

E. Business Management

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

Managing Strategy 16: Establish or enhance processes, practices and internal controls to ensure accountability throughout the organization.

Implementing Initiative 16.1: Develop consistency in administrative and operational practices statewide.

Implementing Initiative 16.2: Ensure operations are conducted efficiently, fairly, and legally.

Implementing Initiative 16.3: Prepare a well-considered, supportable budget that fosters agency success.

Implementing Initiative 16.4: Create and maintain strong information technology tools and systems to support agency staff and promote agency efficiency and accountability.

Implementing Initiative 16.5: Ensure timely and accurate processing of all financial transactions.

Implementing Initiative 16.6: Ensure quality services through contracts, positive partnerships and holding contractors accountable.

Implementing Initiative 16.7: Provide financial transaction oversight in accounting, finance, procurement and federal grants.

Implementing Initiative 16.8: Provide structure and guidance to facility managers to create and sustain safe and secure prisons.

Implementing Initiative 16.9: Create and support a loss prevention and control committee and program.

VI. Performance Planning (High Priority Performance Goals, Performance Measures), Communication and Accountability, External Factors, Program Evaluation(s), Community Outreach

The table below is an example of Performance Planning the NMCD will be finalizing during FY13.

Organizational Performance Measurement and Accountability

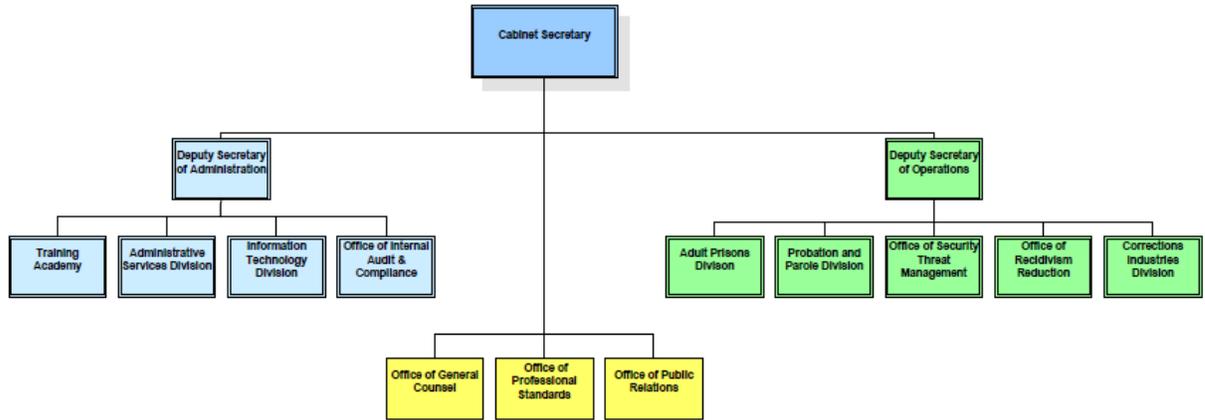
Performance Measurement	To Be Performed By	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Impact Evaluation Activity
1. Achieve a reduction in negative discipline.						
1. Achieve an increase in staff retention.						
2. Establish routine scheduling of briefings.						
2. Video-conferencing town hall every quarter.						
2. Use the Strategic Planning process yearly for leadership cross-communication.						
2. Use a standardized Governor's weekly reporting format for information sharing department-wide.						
2. Establish standardized department-wide training and inter-divisional cross training.						
2. Commit to an employee satisfaction survey bi-annually.						
2. Commit to a 360 evaluation annually.						

Workforce Management Performance Measurement and Accountability

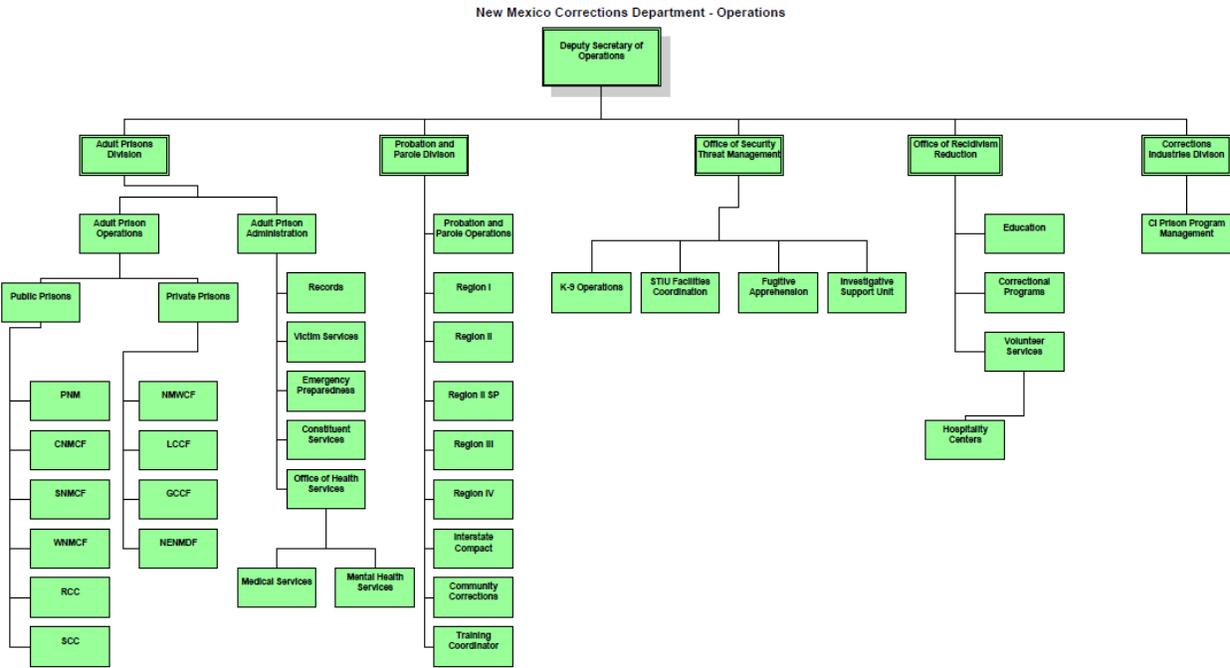
Performance Measurement	To Be Performed By	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Impact Evaluation Activity
1. Academy unification	Mark Myers			x		Commencement of first unified academy.
2. Establish a Leadership Development Institute	Joe Booker	x				Commencement of first line-level LDI.

VII. Organizational Chart

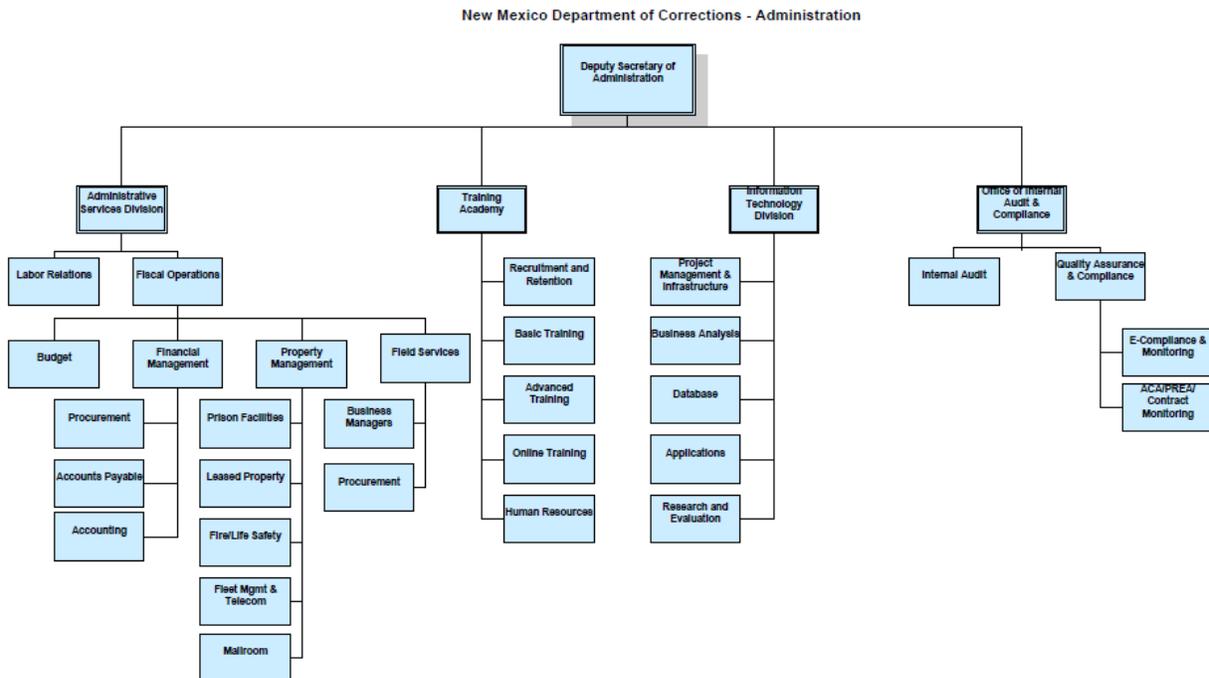
New Mexico Corrections Department
FY14 Organizational Chart



Corrections Department Operations

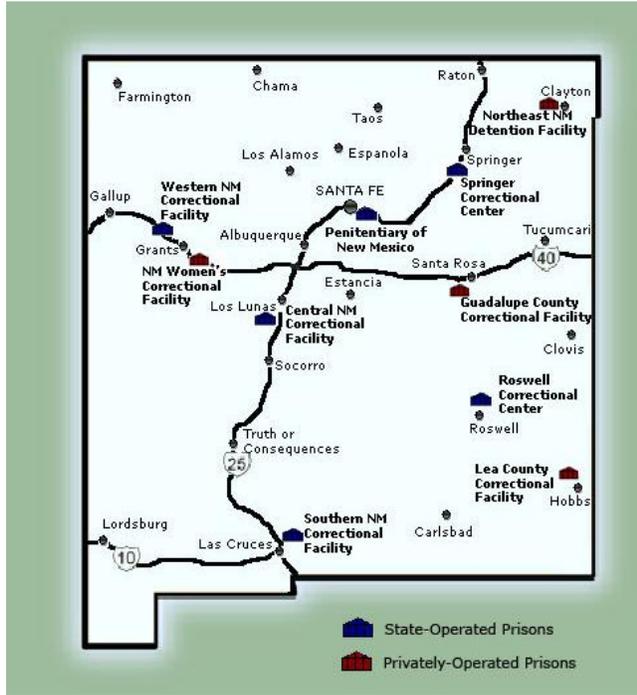


Corrections Department Administration



VIII. Locations of Prisons and Probation and Parole Offices

Prisons



Probation and Parole Offices

