



NEW MEXICO CORRECTIONS DEPARTMENT STRATEGIC PLAN 2008-2009

VISION

The New Mexico Corrections Department (NMCD) commits 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

The New Mexico Corrections Department (NMCD) will provide a balanced system approach to corrections from incarceration to community-based supervision with training, education, programs and services that provide opportunities for offenders to transition to communities.

DEPARTMENT GOALS AND OBJECTIVES

The Goals and Objectives for the Department are discussed below. Six performance-based budget programs support them and more specifically defined objectives and strategies that begin on page 20 of this Strategic Plan.

Goal 1. Balanced System Approach for All Offenders

Provide alternatives to incarceration through a continuum of supervision-- from offenders in prison to parolees and probationers under community supervision.

Objectives

Prisoners

- Place offenders in the most cost efficient and effective custody or level of supervision.

- Provide effective programs and services, including medical, mental health, addictions, education, employment training, faith-based programs and gender specific for female prisoners.
- Adequately screen and evaluate prisoners at the time of entry into NMCD and throughout their incarceration by implementing a new needs and risk assessment, to ensure each individual receives appropriate programs and services. Classification, needs and risk assessments for females will include a gender specific component.
- Administer the Relational Inventory Tool, developed by Family Justice Project (based in New York) as recommended the Prison Reform Taskforce to 100 male inmates and 100 female inmates.
- Expand domestic violence prevention programs at all prisons.
- Establish possible reentry centers at each prison to enhance the effective preparation of prisoners for release and provide opportunities to successfully return to the community.

Probationers and Parolees

- Provide enhanced programs and services for offenders assigned to probation and parole supervision.
- Enhance probation and parole community policing efforts in cooperation with law enforcement entities, and with community-based programs, in order to identify and effectively supervise high risk/high need offenders in order to increase public safety and to reduce recidivism.

Goal 2. Population Control

Objectives

- Continue to monitor the offender population to the extent possible provided sufficient staff, facility resources and budget limitations to NMCD.
- Minimize the need for prison construction by utilizing policies and releasing inmates on time to manage population.
- Optimize lower cost prison beds and community programs.

Goal 3. Comprehensive Approach to Female Offenders

Objectives

- Strengthen reentry initiatives to provide a seamless transition from prison to community supervision.
- Provide additional innovative gender specific programs and services for the female

population.

- Continue to promote family reunification programs for incarcerated mothers and their children.
- Provide specific resources for gender specific caseload pilot project for females on probation and/or parole.
- Continue to provide gender specific training for staff working with females.
- Continue progress on implementing a behavioral health unit for the female population.
- Implement agreed upon recommendations from State of New Mexico Legislature's House Memorial 3 Task Force.
- Implement parity pay for female inmates.

Goal 4. Lower the Cost of Corrections

Objectives

- Mandate budget accountability from directors, wardens, region managers, budget managers, and program managers.
- Expand the use of facilities management initiatives and technological resources 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.
- Implement automated sentence calculator sheet to replace manual good time figuring sheet.
- Meet constitutional requirements and federal and state regulations in policy and procedures in practice.
- Comply with policies and procedures to ensure staff is familiar with revisions, modifications, and new policies upon implementation.
- Continue to maintain changes made to policy development and review through Central Office oversight and ensure that policies are reorganized appropriately.
- Disseminate policies to staff for input prior to revisions.

- 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.
- Maintain ACA accreditation for the Adult Prisons Division, the Probation and Parole Division, Central Office administration and Corrections Industries Division.
- Increase resources in the legal services area to investigate department staff and/or prisoner misconduct and review problematic or questionable judgment and sentences. Provide specialized training for investigators to include investigating sexual misconduct allegations.
- Legal services will attempt to reduce exposure to litigation under the surviving provisions of the Duran consent decree and the Corrections Population Control Act by providing proactive advice to the Secretary of Corrections and other upper level department administrators regarding prisoner population limitations.
- Implement PREA (Prison Rape Elimination Act) initiatives in each prison to the extent possible.

Goal 6. Enhance Public Relations and Education Efforts

Objectives

- Educate the public and media regarding corrections public policy issues and operations as well as the benefits of controlling the cost of corrections for more funding in other areas such as education and other areas of the government.
- Educate the public and media regarding the need for increased community-based programs to support the “balanced system approach” and to increase the opportunities for offenders to succeed in the community through the use of half-way houses, residential treatment beds, training and support services, community-based medical and mental health services, and community reparative panels.
- Continue to coordinate and work with local law enforcement agencies in respective counties.

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;
- Provide parole supervision and services to the growing number of offenders released

from prison as defined by law;

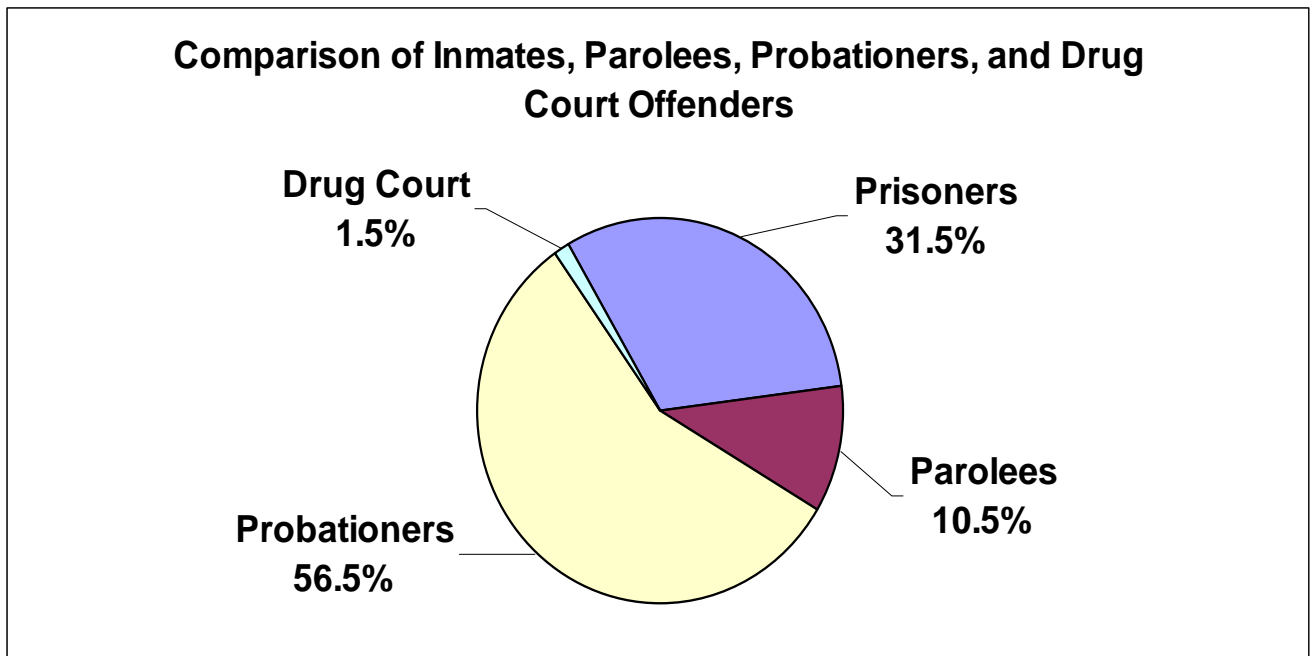
- Supervise effectively the growing number of offenders placed on probation that are not a part of the prison system;
- Facilitate successful reentry and transition into the community from incarceration;
- Increase the retention rate of probation and parole officers;
- Reduce correctional officer vacancy rates by enhancing an aggressive 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, 2008, the department had 19,968 offenders under its jurisdiction as follows:

- Prison: 5,754 males and 576 females for a total population of 6,330.
- Probation and Parole: 13,638 offenders - Probation and parole at of the end of June 2008 had probationers and parolees legally assigned to supervision.



Offender Population Growth and Prison Overcrowding

For the second year in a row, the department has experienced a decline in population. Due to the population growth in August and September of 2007 and the continued predicted growth that was expected, plans were made to expand capacity through the additions of Springer Correctional Center (SCC) at 260 beds, and in 2008 Northeast New Mexico Detention Facility (NENMDF) located in the city of Clayton at 600 beds. The growth has not materialized and the department has dropped by 472 prisoners system wide from the end of fiscal year 2006 to the end of fiscal year 2008. According to JFA Associates LLC, the department will see a greatly reduced expectation of population growth over the next year and it will take probably more than ten years to catch up with where initial projections previously predicted the department would be by this time.

As of June 30, 2008, the inmate population was 6,330 in both state and private institutions and the prisoner population declined at a rate of 3 percent in fiscal year (FY) 2008. National consultant, JFA Associates, LLC, estimates New Mexico's total prisoner population will grow at a rate of 1.7 percent in FY 2009 and is projected to grow at an average rate of 1.4 percent from FY 2008 to 2018. With the current rate of growth, the estimates show that New Mexico will have an offender population of 7,270 by the end of FY 2018.

Since JFA's projections are estimated to be considerably less than in previous years and the female population is already much more than what was projected, the department has made the decision to base the fiscal year 2010 budget request on the actual average rate of growth for the years prior to the decline. The rates for fiscal year 1996 through 2006 were 3.9% per year for the male inmates and 7% for the female. This means the inmate population is projected to reach 6,920 by June 30, 2010.

The largest offense group for new charges admitted in FY 2008 was males admitted for a DWI conviction, 9.8% of all new commitments and 8.8% of total admissions. This offense group averaged a maximum sentence of 28.8 months and a projected length of stay of 12.1 months.

Current Prison Facilities and Operational Capacities

The type 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 and a typical pod in New Mexico contains 16 cells. This small size directly relates to the number of staff needed for supervision and to the overall cost of operation.

Offenders sentenced by the courts are incarcerated in the institutions shown below. Capacities, as of June 30, 2008, are also listed and include special management and disciplinary management units. On April 21, 2008 the Corrections Department suspended the contract for Camino Nuevo Correctional Center with CCA (Corrections Corporation of America) due to a decrease in the female population.

New Mexico Corrections Department Facility Capacities as of August 11, 2008		
Publicly Operated Facilities	Location	Capacity
Penitentiary of New Mexico	Santa Fe	864
Southern New Mexico Correctional Facility	Las Cruces	768
Central New Mexico Correctional Facility	Los Lunas	1,288
Western New Mexico Correctional Facility	Grants	428
Roswell Correctional Center	Roswell	312
Springer Correctional Center	Springer	200
Privately Operated Facilities	Location	Capacity
Lea County Correctional Facility	Hobbs	1,267
Guadalupe County Correctional Facility	Santa Rosa	601
Torrance County Detention Center	Estancia	213
Santa Fe County Adult Detention Facility	Santa Fe	Operations terminated
Northeast New Mexico Detention Facility	Clayton	600
Camino Nuevo Correctional Center	Albuquerque	Operations Suspended
New Mexico Women's Correctional Facility	Grants	606

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

Male and Female Prisoner Population - 5 Year Summary								
FY Ending June 30	Male				Female			
	Facility Capacity	ADP*	ADP % change	June 30 amount	Facility Capacity	ADP*	ADP % change	June 30 amount
2004 Actual	5,967	5,666	3.7%	5,758	617	576	7.7%	594
2005 Actual	6,079	5,854	3.3%	5,959	617	595	3.3%	636
2006 Actual	6,084	5,975	2.1%	6,111	702	645	10.9%	691
2007 Actual	6,168	6,015	0.7%	5,906	813	657	-0.5%	620
2008 Actual	6,324	5,872	-2.4%	5,754	807	587	-10.7%	576
2009 Est.	6,532	5,828	-0.7%	5,879	615	563	-4.1%	559
2010 Est.	6,532	5,925	1.7%	5,978	615	566	0.5%	571

*ADP - Average Daily Population

Comparison of 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 Est.	5,879	2.17%	559	-2.95%	6,438	1.71%
2010 Est.	5,978	1.68%	571	2.15%	6,549	1.72%

Type of Prisoners

The type of offenders sentenced to the department also has a significant impact on costs and management options. Offenders sent to the department for probation, incarceration or parole range from offenders who are non-violent and relatively easy to manage, to offenders who are seriously mentally ill, severely medically impaired and/or violent and dangerous.

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 42 local probation and parole district offices and 7 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.

The following information illustrates the trends:

Probation and Parole Clients - 5 Year Summary								
FY Ending June 30	Parole	% growth	Probation	% growth	Drug Court	% growth	Probation / Parole Total	% growth
2004 Actual	2,243	29.28%	10,282	13.93%	179	-25.73%	12,704	15.47%
2005 Actual	2,493	11.15%	10,926	6.26%	221	23.46%	13,640	7.37%
2006 Actual	2,503	0.40%	11,397	4.31%	245	10.86%	14,145	3.70%
2007 Actual	2,561	2.32%	12,421	8.98%	268	9.39%	15,250	6.08%
2008 Actual	2,411	-5.86%	13,798	11.09%	282	5.22%	16,491	8.14%
2009 Est.	2,591	7.46%	15,028	8.91%	295	4.64%	17,892	8.50%
2010 Est.	2,784	7.46%	16,368	8.91%	309	4.64%	19,413	8.50%

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 Response Center has been expanded to further alleviate the workload of the officer in the field by assisting in case management functions. The automated workload formula, which was developed, continues to enable management to monitor and regulate the workload of officers statewide to achieve a fair and equitable distribution of work. Probation and Parole policy and procedures are evaluated annually to ensure the most affect use of staff resources.

Difficult working conditions and low pay have resulted in a high officer turnover rate and a less experienced work force. Experienced officers are moving to higher paying court and federal probation positions. More than half of the current staff has less than three years of experience. During the 2007 and 2008 legislative sessions, strides towards reducing previous turnover rates and probation and parole officers' workload were addressed, via in-house salary increases and creation of new positions.

To maintain adequate supervision, the 12 new positions created during the 2008 legislative session were assigned to high-risk specialized caseloads and the Response Center to combat the increasing number of violent offenders. Enhanced public safety and reduced standard caseloads is the goal of assigning the new positions to the high-risk specialized caseloads. The positions were also allocated to the Response Center to assist the division in complying with the new sex offender legislation that mandates active global positioning system (GPS) monitoring of sex offenders releasing from prison effective July 1, 2007.

Highlights of Department Operations and Initiatives

Lower the Cost of Corrections

At the beginning of FY06, the department was projecting a \$16 million budget shortfall. The Legislature funded a \$10 million supplemental appropriation to partially offset the deficit. A budget-balancing plan resulted in \$6 million in savings that enabled the department to balance its budget. Some of the most significant cost savings were reducing overtime at the institutions, keeping positions vacant for a longer period of time, limiting travel and negotiating a more cost-effective purchasing pricing strategy in natural gas expenses.

Inmate Management and Control (IMAC)

The Classification Bureau will actively participate in the transformation of the Criminal Management Information System (CMIS) into the CDDMIS web enhancement and customization project.

The Classification Bureau will continue to enhance academy training curriculum for classification officers, classification supervisors and correctional officer cadets and will develop and provide on location training at various prison facilities.

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

An automated Parole Plan Tracking System (PPTS) reduces the number of prisoners who may start serving in-house parole. The system identifies prisoners that are 180 days from release. This system assists the parole process and helps identify "inmates who are

difficult to place in the community due to their crime and/or lack of family support. Mainly the institutional parole officer and the transitional coordinator provide prisoners requiring special attention and/or offenders whose progress is not moving in accordance to the reentry policy assistance. NMCD has developed formal definitions of rated capacity and general population prisoners, and the development of tracking reports to monitor NMCD's rated capacity.

The department is currently reviewing the implementation of either the LSI-R (Level of Service Inventory-Revised) or the COMPAS (Corrections Offender Management Profile Assessment System) risk and needs assessment. The tool is designed to address the risk and needs of the offender from Pre-sentence to Reentry. The tool has a component to address the gender specific issues for females.

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 transition to communities. The offender's progress through the programs will be tracked with the new OMP module that is being implemented into the CMIS system.

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

The department became the sixth state in the nation to receive ACA's Eagle Award in August 2006. The Eagle Award is presented to correctional departments that receive accreditation for the five divisions: Correctional Administration, Correctional Academy, Corrections Industries Division, Probation and Parole Division and Correctional Facilities.

Inmate Programming

Health Services

The Health Services Bureau are undertaking a rapid and vigorous restructuring designed to integrate and improve the quality of services, and to make the Health Services Bureau more strongly responsive to the needs of prisoners. Health Services integrated the Bureaus of Medicine, Psychiatry, Mental Health and Addictions and has organized the bureau chiefs into a common leadership role over the system-wide implementation and quality management of all healthcare bureaus. The integrated health services team will introduce a business manager to the team to control and survey costs within the Health Services Bureau, and include a dedicated quality management chief for benchmarking and measuring quality of services rendered by all Health Services Bureau. The position of Deputy Bureau Chief will be introduced to more closely monitor day-to-day and problem-focused service delivery. This restructuring will continue over the next six to twelve months until completion.

The fundamental organizational structure of Health Services within the department has been revised. Health Services now reports to the Director of Adult Prisons, a

restructuring with great opportunity to more tightly integrate the health services at each facility with the general direction of the Warden and staff, enabling greatly improved communication between the bureaus and the leadership at each site.

Health Services is fostering autonomy, creativity and independence at each prison site in planning to develop an integrated health services committee at each facility, responsive to the particular healthcare needs of the corrections facility, and communicating problems and improvements on a facility-wide basis, in collaboration with the Warden and staff, to improve site-based quality of care. The development of this team-based approach is already aggressively underway at the Central New Mexico Correctional Facility, with plans to continue it on a site-by-site basis. 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 the Health Services Bureau at Central Office will independently audit quality control of department-based and vendor-based delivery of services.

One of the greatest burdens on performance upon the individual Health Services Bureau has been the difficulty in recruiting professional staff for the necessary positions for delivery of health services needs, not only in the outlying facilities, but also in the central facilities near the major population and educational systems. Health Services will develop a task force in collaboration with Human Resources for ongoing system-wide recruiting and retaining of State personnel, and develop methods for professional provider retention, not only for State personnel, but also in collaboration with vendor personnel. One of the greatest challenges in this area has been the integration of vendor services professional personnel with the communities in which they practice. The Health Services Bureau is actively encouraging an 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 Health Services Bureau will develop and review detailed statistical methods for monitoring the efficacy of services rendered, and in the effect upon recidivism and other measures of success of all programs upon the release of the prisoner into the community. In collaboration with Probation and Parole, Health Services 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.

Service complaints by prisoners and families are an essential measure of the quality of services delivered to the State’s incarcerated. Health Services will implement the RESOLVE program (tracking system) in collaboration with Corrections Medical Services (CMS), which will allow detailed case-by-case tracking of prisoner and family

complaints about the delivery of all health services, greatly improving the efficiency of vendor oversight, as well as proactive problem-solving for improvement of delivery of services.

Issues of ethics in the delivery of healthcare to the incarcerated patient is an area of interest to the bureaus and to the vendor, and study is underway this year to develop a medical ethics board for the department, modeled upon the board at the University of New Mexico, as well as in the corrections departments of Florida and Hawaii. An inclusive panel involving cross-discipline review and inclusion of state government service providers and the community providers will be explored over the coming year.

Medical Services

A new health services vendor for medical and psychiatric services, Corrections Medical Services, Inc., is excelling in its second year of its delivery of services, fostered by a mutually supportive and interactive effort by the department. The vendor, CMS, and the Health Services Bureau will continue to foster collegial interaction and standardize excellence of care under the guidelines of the American Corrections Associations and the National Commission on Correctional Health Care.

Collaboration between the Department of Health, the University of New Mexico Expansion for Community Healthcare Outcomes (ECHO) Program in Telemedicine, and the Health Services Bureau 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 program guided by Dr. Sanjeev Arora of the University of New Mexico.

Treatment of HIV+ patients has been successfully implemented in conjoint work with the Department of Health, and attention will be provided over the coming year to the role of the department in the general public health of the State in HIV as well as Hepatitis B and Hepatitis C.

CMS and the Health Services Bureau 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.

Release planning for medical needs is being actively pursued in conjoint planning with the New Mexico Department of Health and the Probation and Parole Bureau.

Gender-specific healthcare maintenance and women's health issues will be a strong focus of the Health Services Bureaus 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

CMS and the Health Services Bureau will continue to improve the very successful telepsychiatry program already underway, augmenting it by on-site psychiatric visits and technology improvement, to continue the improvement of quality in this already very successful program. This program will be expanded to the North East Correctional Facility in Clayton, Union County, as the facility opens.

Plans to implement a behavior health unit for females are in progress. This will access to acute inpatient treatment for mentally ill female offenders, by providing a fully staffed, active and parallel inpatient mental health treatment unit at the women's facility in Grants, New Mexico.

Psychiatric Services continues to work with the other Health Services Bureau 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

A large majority of the NMCD offender population enters prison with substance dependence as a primary diagnosis and service need. The Addiction Services Bureau provides a comprehensive range of addictions treatment programs to Corrections Department prisoners. Treatment modalities include therapeutic communities, intensive outpatient services, outpatient addiction services recovery programs, and individual addictions services programs to prisoners in Levels V and VI.

The bureau currently maintains 12 therapeutic community programs with a total of 797 beds with at least one in every prison complex in the state, including the new facility in Clayton. Included is a dedicated housing unit for DWI offenders (72 beds), which continues to operate at the Roswell Correctional Center. Expanded DWI services are being implemented at the Springer Correctional Facility.

The bureau has responded to LFC recommendations through a series of improved CQI measures and development of reports. A comprehensive study of recidivism from 2005 TC graduates indicated a recidivism rate of 26% over 35 months, significantly lower than department's overall rate of recidivism. Additionally, the services of an independent nationally recognized expert were contracted to evaluate Addictions Services programs and to make recommendations regarding the Addiction Services delivery system. Specific recommendations regarding assessment, programming and re-entry are being integrated into our system.

Addiction Services has expanded its responsibility for substance abuse screening at the Reception and Diagnostic Center. Processes for screening and referral of substance dependent offenders are in the development phase improving our access to critical information to facilitate the timely movement of inmates into appropriate services and to better address the increasing requirements for information from the department,

legislature and Governor's office.

Over 1000 prisoners participate yearly in outpatient services. These programs occur in general population at all security levels. Additionally, the Addictions Bureau is an active partner in the department's Hepatitis-C initiative providing screening, consultation, and active treatment to candidates and participants of the program.

The Addictions Bureau is committed to effective reentry of prisoners through its programming, coordination with re-entry teams, probation/parole and community resources. A recent grant application was completed on Co-Occurring Disorders and hopes to extend the coordination with the Behavioral Health Department. The independent consultant for this project provided useful recommendations and expanded networking to address the extensive service needs of this population.

The Addictions Bureau continues to seek to improve addiction services through the use of professional trainers and experts in Substance Abuse treatment. We collaborate with research partners, such as Texas Christian University and The Mind Institute, in the development and implementation of evidenced-based practices for addictions treatment.

On-going staff development is a major focus of the bureau to enhance staff expertise and staff retention. The bureau 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 meet state credentialing requirements for treatment staff. Expanded resources for training, licensure support and maintenance are essential goals for providing professional addiction treatment.

Volunteer services are an essential element of in-prison programming and reentry community support. Addiction services works extensively with the AA and 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.

The Addiction Services Bureau is working to expand continuous quality improvement activities and is closely involved in the development of effective inmate data management systems.

Mental Health Services Programs

The Mental Health Services Bureau (MHSB) and will continue to work toward a goal of recruitment and retention of a professional staff of licensed counselors, social workers, and psychologists. Due to our efforts over the past fiscal year, all but 5 of the 74 clinical staff in the bureau achieved licensure. By September 30, 2008, the Mental Health Services Bureau will consist entirely of licensed clinicians. All newly hired staff must have either permanent or temporary licenses at the time of their hiring. The MHSB no longer hires unlicensed clinical staff. This brings the bureau into full compliance with

state licensing board standards.

The Mental Health Bureau continues to pursue excellence in delivery of services, including expansion in the number of treatment beds dedicated to sex offenders. The number of treatment beds was expanded from 56 to 110 beds at the Level II facility in Santa Fe. Programming was structured around standardized, evidence-based, cognitive-behavioral programs known to decrease sex offender recidivism rates. Further expansion in program beds to a total of 168 will occur during the coming fiscal year. The expansion in program beds will include inmates housed in protective custody at a maximum-security prison facility.

The Mental Health Services Bureau (MHSB) continues to support professional development and maintenance of existing licensure by sending staff to workshops and training seminars. Staff is encouraged to expand and refine their area of clinical expertise. Needs within our inmate population guide the managerial staff in designing training that expands our knowledge base in areas of need, such as self-mutilation and chronic suicidality.

The MHSB continues to participate actively in the Sex Offender Management Board (SOMB), with two employees in regular attendance. At the end of FY 2008, the SOMB presented *Standards and Guidelines for Management of Sex Offenders on Probation and Parole* to the New Mexico Sentencing Commission. These standards will guide the management of sex offenders in the community that are under State supervision. These guidelines are designed to institute best practices models of supervision of sex offenders, and thus improve community safety.

Female Offender Programs

A gender responsive approach for female offenders continues to be a priority for the New Mexico Corrections Department. This priority demonstrates a strong commitment to adjusting our strategies to address the different pathways to criminality that brings females to the criminal justice system. Pathways to crime for women include, substance abuse, poverty, survivors of abuse, and mental health issues, which consist of, trauma, posttraumatic stress disorder, depression, and anxiety. Programs for women that do not rely exclusively on prescribing medication, but offer cognitive and behavioral approaches are much more effective and healthy for the individual. The majority of women who are in prison are the primary care giver of children, which differs significantly from their male counterparts. Providing programming that addresses the role of a female in relation to her children is vital for decreasing obstacles that may exist during reentry. Incarcerated mothers are especially concerned with the separation from their children and even while in prison, have the opportunity to practice learning parenting skills by participating in intensive parenting classes and overnight visits with their children. They are able to visit with their children through tele-visits provided at the facility.

Gender specific programming available to 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. Programming availability includes, domestic violence awareness, parenting classes, moral reconnection therapy,

Breaking Barriers, relapse prevention, posttraumatic stress disorder (PTSD), substance abuse, trauma gender specific training, employability via education, and therapeutic communities. Such programming and resources can be transformed into useful and effective tools, therefore, enhancing the probability of succeeding when released. Programming such as this contributes greatly to reducing recidivism.

Incarcerated mothers are especially concerned with separation from their children and now have the opportunity to practice learned parenting skills by participating in overnight visits with their children.

Mandatory gender responsive training for Correctional Officers working with female offenders has been added to the academy training curriculum. Staff is now required to receive trauma informed training, which includes domestic violence and Post Traumatic Stress Disorder (PTSD).

Corrections Training Academy

The Academy will initiate satellite academies, which will be held at or near the selected facility, with local recruiting initiatives being focused in these areas. The Academy is studying the possibility of an open campus concept to assist those wanting a career in corrections but who cannot stay overnight at the Academy.

Work with facilities to enhance their recruiting efforts, by targeting high schools and job fairs. Also set up advertising in the area, which will draw applicants.

Consolidate and standardize all training done at the facility level.

The Academy has included a K -9 training academy, which trains Corrections and Police Department K-9's.

The Academy will now facilitate training for the newly created SORT (Special Operation Response Team) team.

To aid in training correctional officers, a mentoring program was implemented at all facilities. Furthermore the department will maintain a distance-learning program with the ITT Tech, University of Phoenix and Luna Community College.

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 programs and services for inmates in prison.

- To implement the Career Pathways Advisement model in all prisons in New Mexico.
- To adequately screen and evaluate inmates at the time of entry (RDC) into NMCD and throughout their incarceration, to ensure each individual receives appropriate programs and services.
- To provide a formal risk and needs assessment at Reception and Diagnostic Centers.
- To provide a full range of work programs in conjunction with Corrections Industries to provide opportunities for offenders to gain marketable job skills, training, economic self-sufficiency, reduce idleness and lower costs.
- 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 Corrections Industries programs, in connection with the SOAR program, to provide meaningful employment opportunities that correlate with skills, attitudes and experience necessary to place released offenders in the job market.
- To participate with Corrections Industries to find and implement those work programs that have direct relevance for employment once the prisoner is paroled.

Activities for 2008-2009

- 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 orient inmates into the programs offered and the Career Pathways model at the time of entry into prison.
- Pilot a dynamic risk and needs assessment at RDC.
- Advise participants of educational program opportunities based on the assessment results of his/her risk and needs.
- Inform the public about Education Bureau programming and the services provided to the community by returning ex-offenders with viable, marketable job skills needed in New Mexico communities.
- Ensure all facilities implement comprehensive orientation programs for inmates in order to provide information about programs and services, and how to access these at each facility.
- Create a system of feedback to enable inmates to comment on the quality of programs and services offered.
- Integrate the Education Bureau Database data into the new 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 full 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 additional education classes on parenting skills and family reunification.
- Provide additional classes for those offenders who have a pattern of domestic violence in their history. Work with the Domestic Violence Czar, the Parole Board, Classification and Adult Prisons Division in the creation of a Domestic Violence Living Area.
- Develop a partnership with the LaBodega model for transition in developing viable housing, and support services for the entire family post incarceration.

- Pilot the Relational Inquiry Tool from the Family Justice Organization in the Women's prison.
- 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 New Mexico Workforce Solutions Virtual One Stop System in the prison libraries for reentry needs.
- Develop a TAP-Transition Accountability Plan for each offender enrolled in Education, which addresses the barriers for success once released. Develop the TAP based on these barriers.
- Develop and foster relationships with community organizations, colleges and the public at large to develop essential linkages for offenders and their families.

Community Offender Management

- The Probation/Parole Division led a best practice effort to supervise sex offenders in the Albuquerque Metropolitan area. The division continues to house the Bernalillo County Sheriff's Office sex offender unit, which includes sex offender registration. Probation/Parole sex offender unit and local sex offender therapists in the same building in order to effectively monitor sex offenders as a partnership. The division increased the use of GPS tracking units statewide being utilized as a tool to assist in supervision efforts. Expanded the use of GPS on all sex offenders under supervision to include sex offender releasing from prison to meet requirements of Senate Bill 528 as resources and technology allows. There are approximately 700 sex offenders under supervision and the department continually moves toward specialized supervision of that population. The division expanded sex offender specialized caseloads statewide by an additional 25 Officers in FY08.
- Probation and parole officers continue to use the graduated sanctions process for offenders who violate conditions of supervision. Offenders receive jail sanctions for up to three times on technical violations, in lieu of prison.
- The number of "technical only" parole violations has been significantly reduced to less than ten each month. In FY 08, only 67 parolees were revoked for technical violations.
- The Probation and Parole Division 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.

The average turnover rate for Probation/Parole Officer positions was 25.8%, from July 1, 2007 to June 30, 2008; this number reflects a quarter of officers for the fiscal

year. In addition to a high turnover rate, we have the added challenge of training and retaining qualified staff members. The Division currently has 292 Probation/Parole Officer positions, over 70% of these officers have less than three years experience in the job.

Corrections Industries

The department has 13 programs operating in nine facilities throughout the state and averages 400 prisoners participating in the programs. Two private sector certification programs are currently under consideration in both regional locations throughout the state.

Strategic Summary For Performance-Based Budgeting

Performance-based Budget Programs

The Corrections Department 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 Program
6. Program Support

The six programs, with supporting objectives and strategies, address the department's goals and objectives shown on pages 1-4 of this Strategic Plan. The following description of the purposes of each program, and the performance measures and targets, are those reflected in the General Appropriation Act (GAA) enacted by the Legislature in 2005.

PROGRAM 1. Inmate Management and Control (IMAC)

General Appropriation Act

The purpose of the prisoner management and control program is to incarcerate offenders in a humane, professionally sound manner that has been sentenced to prison and to provide safe prison operations. 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 FY09

- Percent turnover of correctional officers – 13%
- Percent of women offenders successfully released in accordance with their scheduled release date – 95%

- Percent of male offenders successfully released in accordance with their scheduled release date – 85%
- Number of serious inmate-to-inmate assaults in public and private facilities – 24
- Number of serious inmate-to-staff assaults in public and private facilities – 7.
- Percent of inmates testing positive or refusing the random monthly drug test - <=2%
- Graduation rate of correctional officer cadets from the Corrections Department Training Academy – 90%
- Daily cost per inmate, in dollars -\$88.27
- Percent of prisoners re-incarcerated within twelve months of being released from New Mexico Corrections Department prison system into community supervision or discharged – 30%
- Percent of prisoners re-incarcerated within twenty-four months of being released from New Mexico Corrections Department prison system into community supervision or discharged – 38%
- Percent of prisoners re-incarcerated within thirty-six months of being released from New Mexico Corrections Department prison system into community supervision or discharged – 47%
- Percent of sex offenders re-incarcerated within thirty-six months after being released from the New Mexico Corrections Department prison system into community supervision or discharged – 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: Minimize the need for prison construction by utilizing policies and releasing inmates timely to manage population.

Activities

1. Implement the Offender Management Program (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 community risk assessments and needs assessment, and the Relational Inventory Tool (RIT).
6. Implement 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 annual reviewing of SORT policy and procedure.
2. 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 J & S, forfeitures, lump sum awards, and any committee or legal action affecting an inmate's time.

Activities

1. Add FTE to the Records Managers at the facility level, and fill vacancies expediently.
2. Provide intense records training on a regular basis.

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

Activities

1. Continue to explore a new sentence calculation sheet within the Criminal Management Information System (CMIS).
2. Research the effectiveness of this calculation sheet if used in other states.

Objective #IMAC-4: Continue to make progress in providing behavior health unit for female prisoners.

Strategy 1: Work with the Legislature to provide funding to establish a Mental Health Treatment Center (MHTC) for female prisoners.

Accomplishments

1. Finalize negotiations with Corrections Corporation of America (CCA) to proceed with the behavioral health unit.
2. Review price quotes from CCA regarding the structural retrofitting of an appropriate unit for implementation.
3. Review quotes from CCA regarding the number of correctional posts that will have to be added to activate a behavioral health unit.
4. Finalize the approval of quotes from the medical vendor, CMS, on the costs of adding psychiatric staff hours (physician and nurses) at NMWCF to cover the operation of the behavioral health unit.

Activity

1. Construction and staffing of MHTC are actively underway.

Objective #IMAC-5: 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.

Achievements

1. Post job ads on State SPO 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 NM 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 (CEU's) for MHSB 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. CEU's 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 (LISW) licenses under professional services contracts. These LISW contractors will provide social work staff with the necessary supervision to advance to independent licensure status via the NM Board of Social Work Examiners. Such contracts are necessary due to the lack of such licensed staff in the MHSB at this time. The national shortage of social workers, and the pay offered in the community for LISW's, has kept the MHSB 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 (CRU), which provides intensive sex offender treatment; and the Diagnostic and Evaluation Unit (D&E 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 MHTC, LTCU, and the Geriatric Unit at CNMCF.

Activities:

1. Continue to send current sex offender staff at CRU'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 MHSB.

Objective # IMAC-6: 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 the centralized offender payment program 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 curriculum, to include domestic violence, and stalking for 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: Develop and implement a restorative justice program to include victim-offender dialogue and restorative justice panels.

Victim offender dialogue is a process in which crime victims and the offender who committed the offense meet in a safe setting with a trained facilitator. The focus is on the harm done to the victim and the offender’s responsibility and the reparation of that harm.

Activities

1. Contract with an experienced contractor to set-up the program and train victim services staff and volunteers in its operation.

2. Develop policy and procedure to guide program implementation.
3. Utilize the National Institute of Justice, professional organizations and state/local technical assistance programs for training needs

Community Restorative Justice Panels- The restorative justice panel consists of community volunteers who meet with returning offenders to offer advice and support. The premise of this program is to assist the offender in his/her reentry into their respective community to minimize their chances of recidivating.

Activities

1. Contract with a restorative justice specialist who will provide training to volunteers in at least three communities that are interested in this project.
2. Create and convene a restorative justice advisory team.
3. Develop policies and procedures to guide program implementation.
4. Train caseworkers and probation parole officers about restorative justice and restorative justice panels.
5. Collect data to determine efficacy of the project.
6. Report findings to the cabinet secretary and deputy secretaries for their review.

Strategy 7: Develop a method to track victim notifications.

Activities

1. Coordinate with the Records Bureau, Classification Bureau and Information Technology Division to determine a method to track victim notifications to identify errors.

Strategy 8: Establish procedures to collect and distribute court-ordered restitution to crime victims and to the New Mexico Crime Victim Reparation Commission.

Activities

1. Research current restitution policy and procedures.
2. Research methods for restitution collection, using research and best practice models for other state corrections departments.
3. Coordinate with Inmate Trust Accounts, Classification Bureau and the Probation and Parole Division to establish policy and procedure for restitution collection on all prisoners who are court ordered to pay.

Objective # IMAC-7: 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 our 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 it's contiguous states.
4. Work with the Department of Workforce Solutions to increase recruitment in communities that have suffered job force layoffs.
5. Broaden our college credit hours to include those education institutions that are a part of the facility's community.
6. Bring consistency to our recruitment and training efforts throughout the Department statewide, by having those facility staff train and apply our program.
7. Emphasize our veteran's services and benefits as a recruiting tool to those who have served in our armed forces.
8. Expand our retention efforts within the department by hiring a full time retention officer.
9. Assign instructors to the individual institutions to address their recruitment needs.
10. 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.

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 accreditation standards requirements for the Training Academy and Central Office.

Activities

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

Strategy 4: Provide ongoing training to correctional officers.

Activities

1. Implement 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 -8: To provide effective substance abuse services for prisoners.

Strategy 1: Assure initial diagnosis is performed to evaluate the substance abuse condition and history of each prisoner to determine if the prisoner has a substance dependency that would benefit from treatment. Expand specific identification, monitoring and treatment referral for DWI offenders.

Activities

1. Assure all RDC intakes and new Therapeutic Community (TC) admissions receive standardized substance abuse assessments with the Texas Christian University Drug Screen, validated on correctional populations.
2. Develop a database of all intakes to capture critical information regarding substance abuse history and relevant treatment related variables.

Strategy 2: Use the TC model or outpatient addiction programs to provide treatment to prisoners with substance dependency diagnoses within security, space and budget constraints.

Activities

1. Continue Addiction Services Outpatient Recovery program in all prisons.
2. Continue involvement with 12-step programs and volunteer services.
3. Maintain a standard curriculum and resource base in all TC programs.
4. Continue to require completed treatment as a condition for earning and receiving incentive Lump Sum Awards.
5. Increase programming emphasis on relapse prevention and reentry in all addiction services programs for inmates within 2-6 months of release.
6. Seek culturally sensitive resources and develop initiatives to address relapse prevention and reentry needs of Native Americans with alcohol dependence.
7. Provide gender specific approach to female prisoners with substance dependencies.
8. 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).

9. 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 expand DWI services and programming at the Springer Correctional Facility.

Activity

1. 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.

1. Work with providers and the business office to ensure timely licensure renewals.
2. Contract, as needed, to ensure staff requiring specialized supervision is able to obtain it.
3. Send staff to professional training and workshops and 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. Expand reentry based programming services.

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 Alcohol Anonymous (AA) and Narcotics Anonymous (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, 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 Value Options along with substance abuse committees and groups to facilitate reentry and treatment integration for therapeutic community graduates.

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 FY09

- Recidivism rate of the Success for Offenders After Release (SOAR) program by thirty-six months— 38%
- Percent of participating inmates completing in adult basic education – 30%
- Percent of released inmates who were enrolled in the SOAR program that are now gainfully employed – 75%
- Percent of eligible inmates who earn a general equivalency diploma – 75%

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. Increase knowledge on best practices for gender specific programming for female prisoners.
5. Achieve accreditation for the Education Bureau through the Corrections Education Association, an affiliate of the ACA.

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. Establish a protocol for matching prisoner needs and interests to existing programs and services, consistent with the prisoner's assigned custody level.
2. Establish the Career Pathway model in all prisons for educational delivery. Career Pathway (CP) 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.
3. 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.
 4. Create a system for feedback to enable prisoners to comment on the quality of programs and services offered.
 5. Implement a 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. This will show program participation in both APD and 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. Implement the use of the NorthPointe COMPAS or LSI-R Risk and Needs assessment, containing the gender specific component.
2. Utilize the Relational Inquiry Tool (RIT) developed by Family Justice, designed to assist inmates in drawing on the untapped resources of families and a classification risk and needs assessment tool designed for females.
3. Provide conditions of confinement that meet national standards and constitutional minima, including appropriately trained staff and sound operating procedures.
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 domestic violence.
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 prisoners.
9. Solicit feedback on programming and pre-release needs.
10. Continue to develop therapy programs for treatment of family-of-origin stressors, such as PTSD.

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 (SOAR) program, the Career Pathways model, prisoner work details inside and outside of the NMCD facilities, and Corrections Industries.

Activities

1. Make decisions about program assignment based on accurate information and assessments. The RDC Risk and Needs Assessment with Career Planning determines facility placement based on risk factors and availability of educational programs, work detail and Corrections Industries.
2. Participate in intake interview at RDC required for all prisoners to ascertain education and employment history. Information is recorded into the 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 Probation and Parole, Department of Workforce Solutions, HSD, and quality assurance.
6. Collaborate with local community employers in assisting females at the Camino Nuevo Correctional Center with employment opportunities.

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

Activities

1. Work with the 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 (MDTT) 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 implement family services programs that promote open lines of communication and provide clarification, direction and resources for prisoner families.

Strategy 1: The family & constituent services coordinator will continue to support and serve as the central point of contact between NMCD, prisoner's children/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 and correspondence in order to promote clarification of the department's rules, regulations, and policies and procedures.
2. Finalize the family orientation 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.

Strategy 2: Continue to develop programming to encourage strong family ties and provide an incentive for prisoners to develop, learn and make the positive changes needed to succeed. A family inclusive design encourages all members to strive toward unification.

Activities

1. Seek opportunities to expand tele-visits for children of prisoners.
2. Collect data to track efficiency of tele-visit program.

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 Information Technology Division to monitor the effectiveness of faith-based programs on reducing recidivism rates for program participants. Provide copies of Crossing faith-based living unit recidivism annual report to Wardens and Probation and Parole Supervisors.

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.

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 by facilitating the first annual statewide for example organizing an inmate reunion in conjunction with the annual spring volunteer appreciation conference. Networked with the Metropolitan Detention Center on the faith-based living program.

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: Facilitate the expansion of the faith-based living unit program at the Penitentiary of New Mexico Level II. Explore the use of the Alpha Prison Ministry Faith based Reentry Program.

Strategy 8: Continue to promote networking among chaplains including Native American Spiritual Advisor and volunteer program leaders by facilitating quarterly meetings.

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

Strategy 10: Facilitate networking between volunteer aftercare programs and NMCD SOAR Program. Develop pilot program at SNMCF in Las Cruces with Crossings volunteer program leaders.

PROGRAM 3. Corrections Industries (CI)

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 FY09

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

Objective #CI-1: To use Corrections Industries programs, in connection with the prisoner-to-work programs, to provide meaningful employment opportunities that correlate with skills, attitudes and experience necessary to place released offenders in the job market.

Strategy 1: Implement Corrections Industries prisoner employment opportunities at each New Mexico public and private prison housing NMCD prisoners, and give priority to enrolled SOAR prisoners.

Activities

1. Continue to run 13 programs in nine facilities to employ prisoners eligible to work.
2. Pursue a partnership with Tierra Del Sol Housing Corporation (TDSHC) on building cabinets and frame packages for low income housing in Dona Ana County in cooperation with the Education Bureau's Accreditation National Center for Construction Education and Research (NCCER).

Strategy 2: Pursue joint ventures with the private sector under the Private Sector Prison Industry Enhancement Certificate Program (PS/PIECP).

Activity

1. Continue pursuing development of new programs.

Strategy 3: Pursue alternatives to activate more programs at the Level II facilities since these prisoners are most likely to be released the soonest.

Activities

1. Continue to run six programs that serve Level II prisoners.
2. Pursue the development of two PS/PIEC programs for Level II prisoners.
3. Pursue the development of CI programs in Springer, continue the farm program, and in Clayton, start a small furniture program.

Strategy 4: Increase production and establish better quality products to generate more revenue.

Activity

1. Obtain ISO 9000 certification to increase Correction Industries viability to secure private partnerships.

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 FY09

- Percent turnover of probation and parole officers – 21%
- Percent of out-of-office contacts per month with offenders on high and extreme Supervision on standard caseloads – 90%
- Percent of absconders apprehended – 15%
- Average standard caseload per probation and parole officer – 92
- Average intensive supervision program caseload per probation and parole officer – 20

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 (ISP and specialized) at 20-30 (targets).
2. Create (3) permanent FTE Transport officers to meet those needs in the Albuquerque Metropolitan area as required by an MOU with MDC.
3. Use CMIS's workload formula to monitor the work of PPOs 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.
4. Relocate the Response Center to allow for staff expansion, add efficiency to the work environment and to accommodate 24-hour monitoring of sex offenders. The Response Center is 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. The Response Center is also available to assist the PPOs by

- entering field contact information for the PPOs. The Response Center also serves as a centralized location for auditing and quality-control.
5. Expand and upgrade office space as lease agreements expire to improve the work environment building security, which includes electronic alarms and video surveillance.
 6. Utilize a statewide professional service agreement for laboratory urine collection and drug testing services. This will reduce collection activities by the PPO and ensure consistent laboratory collection and testing protocols statewide to meet Parole Board and/or court ordered requirements.
 7. Maintain vehicle fleet to meet the field requirements as outlined in policies and procedures.
 8. 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.
 9. Audit and track offenders in detention under Probation and Parole jurisdiction in order to effectively monitor disposition of the offender.
 10. Monitor the Division's practices to ensure compliance with ACA standards.

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 ID's and expedite communication between the field and institutional staff as well as organize video conferencing.
4. Continue to assign staff as PPD regional transition coordinators for the purpose of following up on discharge plans on hard-to-place prisoners and to assist the PPO to link with community resources.
5. Monitor job duties of the PPD 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 appropriateness, organize training seminars for offenders and coordinate video conferencing between the field offices and institution.
6. Provide quarterly 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.
8. Implement use of video recording equipment for the taping of video conferencing reentry meetings and other activities.
9. Implement a pilot with the Department of Health and NMCD Medical Bureau to assign a DOH social worker to be placed in PPD Albuquerque Monte Vista office to assist with linkage in the community.
10. Implement a Gender Specific standard supervision caseload in Albuquerque to explore the effectiveness of a special caseload for the possible exportation to other PPD Regions.
11. Pilot offender computer resource centers in key offices statewide to allow offender access to web-based resource information.
12. Create certified Offender Workforce Specialist as an internal staff resource to promote staff workforce knowledge and enhance job placement for offenders.
13. Create Motivational Interviewing instructors to promote a philosophy of positive communication to encourage positive change.
14. Request legislative appropriation for expansion of reentry staff and community treatment.
15. Implement a gender specific pilot probation parole caseload for females in Albuquerque.

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. Explore rate increases for treatment services as part of the Behavioral Health Collaborative initiative toward creating a uniform rate for all treatment providers.
4. Continue to respond to grant applications for federal funds to expand available resources.
5. 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. Conduct an evaluation of current risk/needs assessments to identify a tool that would be appropriate as an initial assessment at the pre-sentence

phrase through incarceration to community release.

2. Assure that the community risk/needs assessment is completed and attached to the reentry plan prior to the offender's release.

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 (STIU) to focus on apprehension of high-risk offenders and absconders from supervision.
4. Utilize Fugitive Apprehension Officers (STIU) to initiate and coordinate tactical operations with other law enforcement agencies targeted at high-risk offenders.
5. Implement protocols that require armed officers as escort on hazardous field contacts.
6. Focus on the apprehension of offenders who abscond from supervision.

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

Activities

1. Continue to utilize active global positioning system (GPS) devices on sex offenders as funding and resources allow.
2. Relocate operation of the Response Center to provide adequate space for 24-hours a day, seven days a week operation to oversee the active surveillance of sex offenders on GPS.
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 PPO's to supervise a sex offender caseload, as funding and resources allow.
5. Provide nationally recognized training for staff to promote best practices in the supervision of sex offenders.
6. Provide training for treatment providers statewide to enhance their skills and client knowledge and to promote a treatment team concept with the PPO.
7. Revise policy to standardize protocols for the supervision of sex offenders statewide to meet evidence based practices.
8. Collaborate with DPS 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 high-risk and high-needs 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 NM Gang and Terrorism Task Force, the US 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 US 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 (HIDTA) initiative.
6. Support the Probation and Parole Security Threat Intelligence Unit (STIU) officer by adding an intelligence analyst.
7. Collaborate with the Bernalillo County sex offender registration program located at an Albuquerque District Office.
8. Develop protocols and create FTE position(s) for the transportation of probation/parole violators to detention facilities.
9. Maintain NCIC access on every PPO'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 a risk/needs assessment instrument to identify the risk level of offenders for appropriate supervision and for effective treatment services.
2. Identify gaps in supervision and services for on-going future planning.
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: Use the Sanctioned Parole Violation Program for effective offender programming and preparation for return to parole without entering the prison system.

Activities

1. Train and educate staff regarding referral criteria.
2. Conduct review and oversight of probation and parole policies and practices, to ensure compliance with referral protocols.
3. Evaluate program success to ensure it meets expectation of minimizing the utilizing of prison beds.

PROGRAM 5. Community Corrections

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 FY09

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

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. Plan for the relocation of the New Mexico Women's Recovery Academy from Los Lunas to the Old Turquoise Lodge facility in Albuquerque.

Strategy 2: Maintain program capacity at Fort Stanton Men's Residential Substance Abuse Program 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. Plan for 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.

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 Value Options, assess the effectiveness of community corrections services through program audits.

Activities

1. Monitor 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.

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).

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 and Administration's Financial Control Division (DFA/FCD) 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.
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 (BTR) 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/FCD 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.

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.

Activity

1. Analyze all posts on an annual basis to ensure efficient use of manpower.

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.
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 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 (IT) 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 many 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 CMIS module conversion projects for Offender Management Program (OMP), Field Services, booking, property, release and discharge, and good time. This includes enhancement of features to better reflect NMCD policies and procedures as well as conversion to a web environment to improve maintenance efforts and system response time.
5. Implement an interface to the State PeopleSoft Human Resources system from the new roster management system, which automatically uploads time records for officers in the facilities. This will save overtime hours from staff that has to enter those records manually.

Objective #PS 5: Implement facilities management operations based on the needs of the institutions and NMCD initiatives. (Facilities Management)

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

Activities

1. Provide opportunities within the facilities to explore cost-saving initiatives to be accomplished by securing statewide price agreements for various maintenance and construction services.
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 PPS 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 training to staff to educate personnel on facility operations and energy savings proposals.
3. Facilitate a request for proposals for energy savings services through statewide facilities improvement via Energy Saving Companies and Organizations (ESCO) initiatives.
4. Initiate professional services contract to support design and build construction plan at all correctional facilities and support buildings.

Objective #PS-6: 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 policy incorporates federal and state regulations,

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

Activities

1. Incorporate American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) 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 staffs are 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 ACA Standard references.

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

Objective #PS-7: 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. To 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 Secretary of Corrections, 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, APD 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 #PS-8: To provide oversight of selected Probation and Parole functions, including ensuring compliance with NMCD Policies, to comply with federal and state regulations, ACA 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.

Objective #PS 9-: 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. Continue speaking to community groups about NMCD.
2. Continue to allow supervised groups to tour the facilities.
3. Improve employee participation in community events.
4. Update website to provide answers to the publics most frequently asked questions to include topics like: Death row cost of incarceration 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. Appear on community talk radio programs to promote the Department's mission and message.

Objective #PS -10: To work with and coordinate with other agencies, including law enforcement, in the community.

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

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

Strategy 3: Develop and maintain Memorandum of Understanding (MOU) with other agencies in areas of mutual concern.

Objective #PS-11: Lower the cost of housing prisoners in private prisons.

Strategy 1: Meet and negotiate with contract vendors in an attempt to lower per diem rates.

Activity

1. Negotiate with private prison contractors.

Strategy 2: When needed, increase bed space at existing private prisons to achieve greater economy of scale.

Activity

1. Begin discussions with contract vendors.

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

Activities

1. Internal Audits and Standards Compliance Bureau will develop a new audit program to ensure adherence to all contract standards.
2. Reorganize the Internal Audits and Standards Compliance Bureau to improve the efficiency of contract monitoring.