

Together, Impact!

Supporting Community-Based Opportunities
and Solutions for New Mexico Youth



FIELD SERVICES
SPECIAL PROGRAMS UNIT
DECEMBER 2018

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Executive Summary

New Mexico's youth population was 222,929 in 2016, reflecting a steady decline of 3.2 percent from 2010. 8,409 unique clients accounted for 11,419 referrals to CYFD's Juvenile Justice Services (JJS), of which 77.1 percent were delinquency referrals, 15.2 percent were status offense referrals, and 7.7 percent were probation violations. This represents a steady decline in all three types of referrals, although males continue to garner delinquency charges at a rate twice that of females.

The New Mexico Children, Youth & Families Department's mission is to "improve the quality of life for our children," while aspiring to "make New Mexico the best place to be a kid." The department is organized into divisions and units that address the various needs of New Mexico's children and families. The Juvenile Justice Services Division keeps youth safe and prepares them to be contributing members of society by providing treatment and rehabilitative services tailored to their and their family's needs, while also holding clients accountable and protecting public safety.

The State's juvenile justice system is diverse, with components residing in various branches of state and local government, as well as the private sector. There is a need for coordinated planning and research, along with focused funding to support system improvement. The State's participation in the federal Juvenile Justice and Delinquency Prevention Act (JJDP) also facilitates improvements in the state's juvenile justice system, while calling for compliance monitoring to the Act's requirements.

New Mexico's juvenile delinquency prevention service spectrum is executed and delivered through a Continuum Site Model that includes 22 continuums serving 24 counties throughout the State. As described in state statute, the target population is juveniles arrested or referred to juvenile probation; or are at risk of such referral. Continuums are guided by local juvenile justice boards, whose membership must include, per state statute, representatives of unit of local or tribal government, children's court, district attorney, public defender, local (municipal, county, tribal) law enforcement, and public school district. The boards are tasked with executing the goals and objectives of New Mexico's Three-Year Plan, as well as to provide the State Advisory Group with feedback regarding issues, outcomes, and obstacles encountered at a community-based level.

This Three Year Strategic Plan represents the strategic directions for the Juvenile Justice Services Division's Special Programs Unit. Part One of the Plan provides an overview of juvenile crime and system involvement, while Part Two provides a description of New Mexico's juvenile justice system. Part Three turns to the three year goals and objectives for each area of responsibility for the Special Programs Unit.

The overarching theme for this Plan is that the greatest impact on the lives of New Mexico youth can be achieved through state-local collaborative efforts, quality operations, defined responsibilities and accountabilities, and a shared commitment to best practices and proven approaches in meeting youth needs. Together, CYFD and its local partners, can positively impact the lives of New Mexico's youth!

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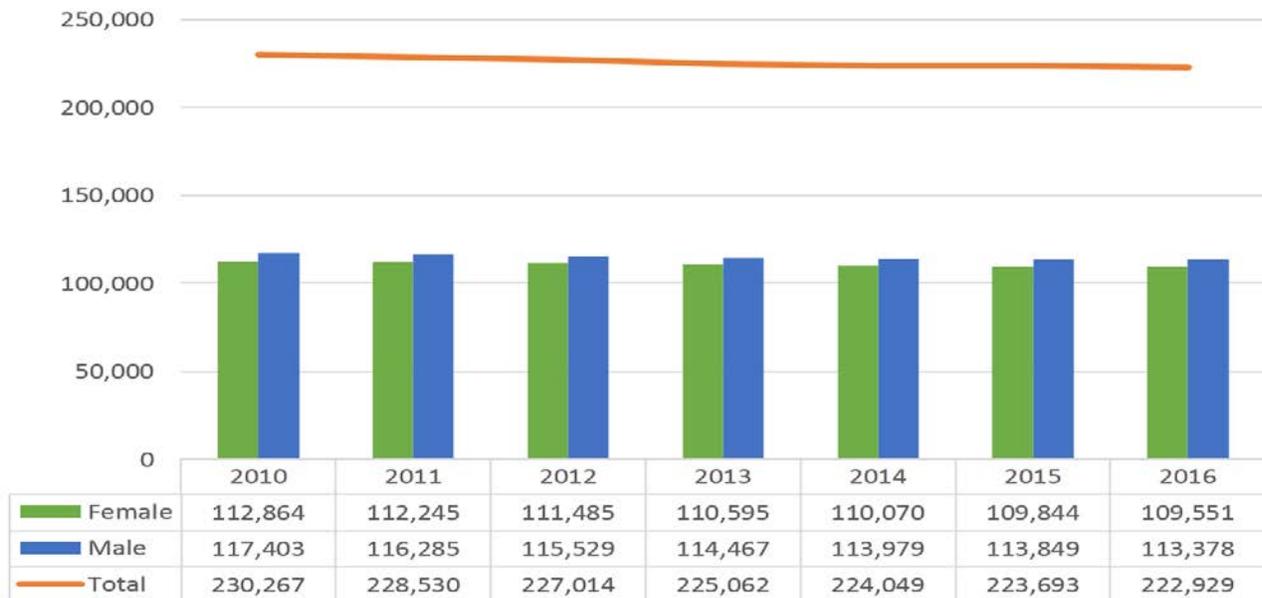
Part One: Youth Crime & System Involvement

Youth Demographics

In 2016, New Mexico's Juvenile population was 222,929¹, the lowest number of youth aged 10 to 17 years old during the last seven years. This represents a 3.2 percent decrease from 2010.

During this period, 50.9 percent of New Mexico's juvenile population was male and 49.1 percent was female, keeping with the past seven years. New Mexico's Hispanic juvenile population made up 59.7 percent of all youth, with the next largest group being Non-Hispanic Whites at 26.1 percent. Both were trailed by American Indian, representing the third largest population at 10.6 percent. A complete analysis of youth crime problems, broken down by county can be found in the Part One of the accompanying Data Book.

NM Juvenile Population 10 - 17 Year Olds



Data source: Puzanchera, C., Sladky, A. & Kang, W. Easy Access to Juvenile Populations: 1990-2016. Online www.ojjdp.gov/ojstatbb/ezapop/

System Involvement

The New Mexico Juvenile Justice system follows the law set forth in the New Mexico Children's Code, NMSA 1978 §§ 32a-2-1 to 32a-2-33. The Children's Code identifies three referral types:

Delinquent Referrals: An act committed by a child that would be designated as a crime under the law if committed by an adult.

Status Referrals: Also referred to as Families in Need of Services (FINS) referrals, an act that is a violation only if committed by a juvenile. Status offenses include Runaway, Incurable, and Truancy.

Probation Violations: Any violation of the terms of probation, specific to each client.

¹ Population numbers are estimates and are accurate as of the date of this publication. Data provided by the CYFD Juvenile Justice Services Data Bureau and CYFD data collection systems.

Of the 222,929 youth, aged 10-17 years, 8,409 unique clients were referred to Juvenile Justice Services, in state fiscal year 2017. These clients had an accumulation of 11,419 referrals (some clients had multiple referrals). These referrals resulted in 18,191 charges (each referral may have multiple charges). The most serious charge, when multiple charges exist, determines if a referral will proceed as delinquent, status, or a probation violation. Out of the 11,419 referrals, 77.1 percent of the referrals were delinquent, 15.2 percent were status, and 7.7 percent were probation violations.

Juvenile Referrals SFY11 - SFY17

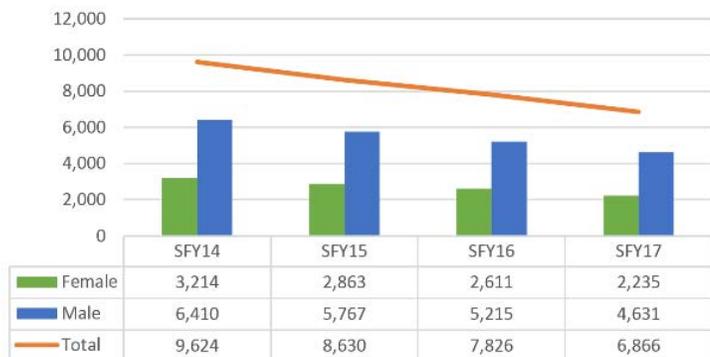


Note, unique client numbers increase across the three referral types as a client may receive multiple referral types, and each client is counted as unique in each referral type. Part One of the accompanying Data Book provides the last four years of data compiled by state and individual county.

Delinquent Referrals - In state fiscal year 2017, 6,870² clients collected 8,804 delinquent referrals. Of the 18,191 total charges accrued, 13,604 or 74.8 percent were delinquent. Of the 8,804 delinquent referrals, 4,540 (or 51.6 percent) were handled informally, 4,222 (or 47.9 percent) were handled formally, and 42 (or 0.5 percent) were pending at the time of reporting. For additional information on delinquent referrals, please refer to Part One of the accompanying Data Book.

The majority of the delinquent referrals were issued to juvenile male clients, with 67.4 percent. The number of females receiving delinquent referrals were less than half of the males, at 32.5 percent. Less than 0.1 percent of the referrals were missing gender data, at the time of reporting.

Delinquent Referrals by Client Gender SFY14 - SFY17



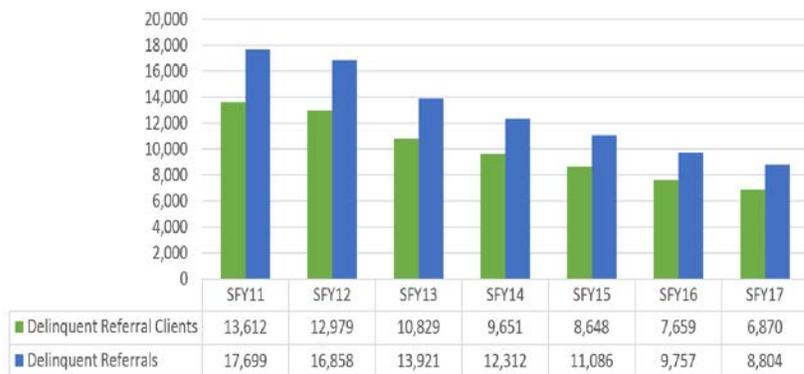
² The number of youth in the chart *Delinquent Referrals by Client Gender* does not include those youth that did not identify with a gender or the information was missing from the data collection.

For the same reporting period, clients who identified themselves as Hispanic, were the largest population, with 67.7 percent of the delinquent referrals. Non-Hispanic Whites were the next largest population at 20.2 percent, followed by American Indian at 7.2 percent. African American, Asian, Native Hawaiian, and 2 or more rounded out the balance at 4.9 percent.

Of all age groups with delinquent referrals, it was found that the largest number, with 3,101, belonged to the 16-17 years age group. The total numbers decline the younger the age group, with 2,301 for the 14-15 age group; 1,161 for the 12-13 age group; 226 for the 10-11 age group; and 71 for those under the age of ten.

The total number of delinquent referrals has been declining steadily over the past seven years, from 17,699 in state fiscal year 2011 to 8,804 in state fiscal year 2017. The number of clients receiving the delinquent referrals declined by over 49 percent in seven years, from 13,612 in 2011 to 6,870 in 2017; with a 10.3 percent decline from 2016.

Trends in Delinquent Referral
SFY09 - SFY17



It is important to note that over the last four years, although delinquent referrals continue to decline, male clients continue to garner delinquent charges at a rate twice that of females.

Probation Violations - State fiscal year 2017 saw a total of 667 unique clients for probation violations, accruing a total of 884 referrals and 2,839 charges. Of that number, 76 percent were male, while 24 percent were female. Of the 667 clients, the largest race/ethnicity population was Hispanic at 72.7 percent, with Non-Hispanic White next largest at 14.8 percent. The American Indian population was at 6.1 percent, with African American, Asian, and 2 or more rounding out the balance.

As with the delinquent referrals, probation violation referrals follow the same trend with age groups. The largest population was the 16-17 age group with 362 clients, followed by the 14-15 age group with 183 clients, 12-13 age group with 27 clients. The age group of 18 or older reported 95 clients with violations.

The most reported probation violation offense was Alcohol/Drugs, with 564 or 19.9 percent of total probation violation offenses. Of the 884 referrals, six were handled informally, while the balance of 878 were handled formally. For additional information on probation violations, please refer to Part One of the accompanying Data Book.

As illustrated in the chart to the right, probation violations continue to decline over the last seven years, from 1,367 in state fiscal year 2011 to 884 in state fiscal year 2017. The number of clients receiving probation violation referrals declined by over 36 percent in seven years, from 1,045 in 2011 to 667 in 2017; with an almost 13 percent decline from 2016.

**Trends in Probation Violations
SFY11 - SFY17**



Status Referrals - A total of 1,606 unique clients were referred to the New Mexico Juvenile Justice system with a status referral. These unique clients collected a total number of 1,731 status referrals, with a cumulative 1,747 offenses. Of these 1,606 clients, 51.3 percent were male, while 48.7 percent were female.

For the same reporting period, clients who identified themselves as Hispanic, were the largest population, with 70.9 percent of the status referrals. Non-Hispanic Whites were the next largest population at 17.4 percent, followed by American Indian at 8.2 percent. African American, Asian, Native Hawaiian, and 2 or more rounded out the balance at 3.5 percent.

**Trends in Status Referral
SFY11 - SFY17**



Of all age groups with status referrals, it was found that the largest number, with 584, belonged to the 16-17 years age group. The total numbers decline the younger the age group, with 505 for the 14-15 age group; 212 for the 12-13 age group; 109 for the 10-11 age group; and 191 for those under the age of ten. There were also three reported as missing the age and two that were 18 years of age or older.

After what appears to have been an upward trend in status referral clients until state fiscal year 2012, we have seen a steady decline. State fiscal 2012 saw 2,579 status referrals, with a drop to 1,731 in 2017. The number of clients, for the same period, declined by 53.8 percent. CYFD realized a 35 percent decline within just the last year. For additional information on delinquent referrals, please refer to Part One of the accompanying Data Book.

Part Two: New Mexico’s Juvenile Justice System Description

New Mexico’s Children’s Code

The primary purpose of the Children’s Code (Chapter 32A NMSA 1978) is to provide for the care, protection, and wholesome mental and physical development of children coming within its provisions, preserving the unity of the family when possible. The child’s health and safety is the Code’s paramount concern.

The Children’s Code also addresses:

- judicial and other procedures through which the provisions of the Code are executed and enforced, while ensuring a fair hearing where children’s constitutional and other legal rights are recognized and enforced;
- a continuum of services for children and their families;
- children with services that are sensitive to their cultural needs; and
- cooperation and coordination between the civil and criminal systems for the investigation, intervention, and disposition of cases (Section 32A-1-3).

In 2009, the New Mexico State Legislature added the additional purpose of reducing overrepresentation of minority children and families in the juvenile justice, family services and abuse and neglect systems through early intervention, linkages to community support services and the elimination of discrimination (Section 32A-1-3(E)).

The Legislature also included the definition of “disproportionate minority contact” in Subsection G of Section 32A-1-4, which is defined as “the involvement of a racial or ethnic group with the criminal or juvenile justice system at a proportion either higher or lower than that group’s proportion in the general population.” However, the term “disproportionate minority contact” is not used in either the general provisions of the Children’s Code or the Delinquency Act, so there is no explicit statutory mandate associated with it.

The Delinquency Act is Section 32A-2-1 through 32A-2-33 NMSA 1978 of the Children’s Code. An act committed by a child, that would be designated a crime if committed by an adult, is considered a “delinquent act” and addressed under the Delinquency Act. The Act is intended to spare children the stigma of the criminal label and remove from children the adult consequences of criminal behavior, while at the same time holding them accountable for their actions, to the extent of the child’s age, education, mental and physical condition, background, and other relevant factors (Section 32A-2-2(A)).

The Delinquency Act is also intended to provide children, accused of delinquent acts, with a program of supervision, care, and rehabilitation; and to provide effective deterrents to acts of juvenile delinquency, including an emphasis on community-based alternatives. The Act is also intended to strengthen families and to successfully reintegrate children into homes and communities. All of this should be done consistent with protection of the public interest (Section 32A-2-2).

In 2007, the Legislature amended Section 32A-2-2 of the Delinquency Act to expand its purpose to address a broader array of issues that include the eight (8) core strategies of the Juvenile Detention Alternatives Initiative. The statutory objectives include:

- Fostering and encouraging collaboration between government agencies and communities regarding juvenile justice policies and procedures;
- Developing juvenile justice policies and procedures that are supported by data;
- Developing objective risk assessment instruments to be used for admission to juvenile detention centers;
- Encouraging efficient processing of cases;
- Developing community-based alternatives to detention;
- Eliminating or reducing disparities based upon race or gender;
- Improving conditions of confinement in juvenile detention centers; and
- Achieving reductions in the number of warrants issued, the number of probation violations, and the number of youth awaiting placements.

System Agencies and Functions

Law enforcement services are provided by local, county, state, federal and tribal law enforcement agencies.

Juvenile Probation is a court order through which the juvenile is placed under the control, supervision and care of a probation field staff member, in lieu of facility commitment, so long as the probationer meets certain standards of conduct. Juvenile Probation Officers (JPOs), employed by the CYFD, work out of twenty-nine (29) local offices. The court sets the terms of probation with recommendations from the JPO, District Attorney, and the youth's attorney. JPOs maintain contact with clients in placement through phone calls, letters, and staffing the progress of treatment. By state statute, the court may extend a judgment of probation for one year until the youth reaches the age of twenty-one (21), if the court finds that it is necessary to protect the community or the youth's welfare.

There are fourteen (14) District Courts (eleven serve multiple counties) which have exclusive juvenile jurisdiction. Within the nineteen Pueblos and four Tribes found in New Mexico, each has developed its own judicial system and distinct approach to justice.

Prosecution and Public Defender services are provided at the county level by state agencies, the Public Defender Department and the District Attorney.

There are currently eight county-run Juvenile Detention Centers in New Mexico. Juveniles can be detained pre-adjudication, predisposition, and awaiting placement. A detention hearing must be held within twenty-four hours, excluding Saturdays, Sundays and legal holidays, from the time of filing the petition to determine whether continued detention is required pursuant Section 32A-2-13 of the Children's Code.

CYFD operates three juvenile commitment facilities; the Youth Development and Diagnostic Center and the Camino Nuevo Youth Center in Bernalillo County, and the John Paul Taylor Center in Doña Ana County. CYFD also holds a contract with the San Juan County Juvenile Detention Center for the referral of long-term juveniles.

In 2008, CYFD's Juvenile Justice Services division adopted the Cambiar model for its facilities. This model is a rehabilitative model for youth in custody, based on the Missouri Youth Services experience. Cambiar emphasizes rehabilitation and regionalization over a corrections approach, while including the need for

youth to be treated in humane and nurturing environments that will result in the youth making positive and long-lasting changes.

CYFD operates three (3) reintegration centers; the Albuquerque Reintegration Center and the Albuquerque Boys Center in Bernalillo County and the Eagle's Nest Reintegration Center located in Colfax County. These reintegration centers provide a place to live, with a structured atmosphere to:

- Address the behaviors that resulted in the client being placed in the reintegration center;
- Assist families with treatment needed to address family issues;
- Teach social and life skills;
- Provide individual and group therapy designed to change delinquent patterns of behavior;
- Provide substance abuse and mental health counseling; and
- Assist with referrals to outside community agencies.

Supervised release (formerly known as parole) is the release of a juvenile, whose term of commitment has not expired, from a facility for the care and rehabilitation of adjudicated delinquent children, with specified conditions to protect public safety and promote successful transition and reintegration into the community.

New Mexico utilizes the "juvenile justice continuum model" for community-based programs/alternatives to detention in an effort to reduce the likelihood that youth in rural areas will receive fewer services or have less access to such services, compared to those in urban areas. This offers a unique approach to the structuring and allocation of federal and state grant funds. It is a system of services and sanctions for juveniles arrested or referred to juvenile probation, or at risk of such referral, and consists of a formal partnership among one or more units of local or tribal governments, the children's court, the district attorney, the public defender, local law enforcement agencies, the public schools and other entities such as nonprofit organizations, the business community and religious organizations.

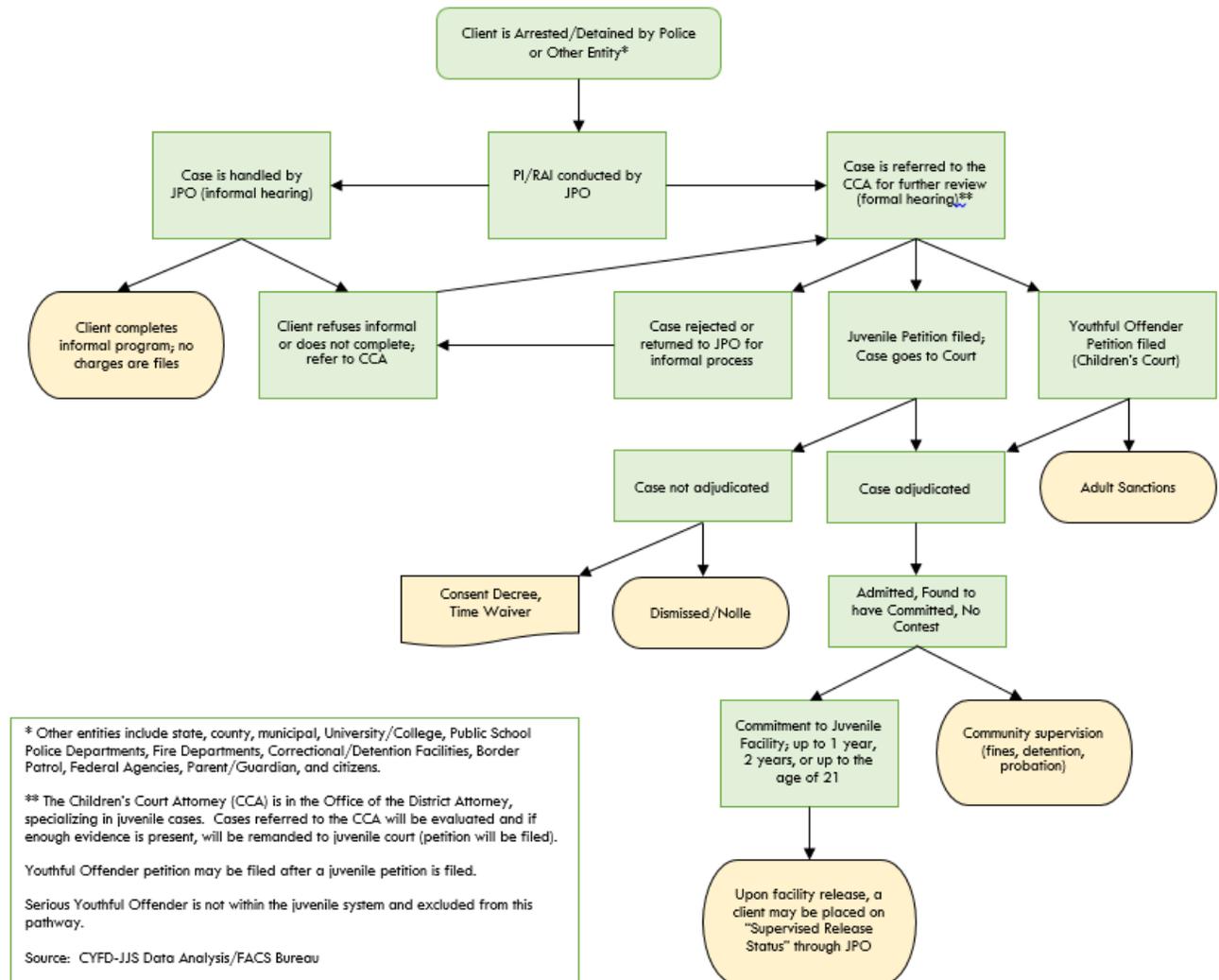
CYFD's Behavioral Health Division has a well-rounded approach to serving the needs of youth and families across the state of New Mexico, both in and out of the juvenile justice system. Approaches and services include:

- *Behavioral Health Collaborative*: Allows 15 state agencies and resources involved in behavioral health prevention, treatment and recovery to work as one in an effort to improve mental health and substance abuse services in New Mexico.
- *Core Service Agencies*: Provide a point of entry and comprehensive care for children, youth, families and adults, including those with very intensive needs. CSAs provide enhanced assessment, comprehensive service planning and plan review. A CSA must be certified to provide Comprehensive Community Support Services (CCSS) and must also provide 24/7 crisis services, access to psychiatric services, access to medication management and access to a range of other clinical services.
- *Mental Health First Aid*: An eight hour course which teaches first aid skills for mental health crisis situations and the early stages of mental health problems to front line staff.
- *System of Care* (New Mexico Communities of Care): Focuses on a network of services, supports, and trusting, respectful relationships between multiple stakeholders to improve outcomes for children and youth with serious behavioral health challenges.

- Community Behavioral Health Clinician (CBHC): Act as the local community behavioral health and substance use services experts in the local community. They also work hand in hand with the Juvenile Probation Officers to assist youth and their families to navigate the juvenile justice system.

System Flow

The following flow chart illustrates the juvenile justice system from when a youth is arrested or detained by police or other entity through various possible system engagement points.



Part Three: Special Programs Strategic Priorities and Directions

New Mexico's juvenile justice system is diverse, with components residing in various branches of state and local government, as well as the private sector. There is a need for coordinated planning and research, along with focused funding to support system improvement. The State's participation in the federal Juvenile Justice and Delinquency Prevention Act (JJDP) also facilitates improvements in the state's juvenile justice system, while calling for compliance monitoring to the Act's requirements.

In an effort to reduce the likelihood that youth in rural areas will receive fewer services or have less access to such services, compared to those in urban areas, New Mexico utilizes the "juvenile justice continuum model," offering a unique approach to structuring and allocating federal and state grant funds. It is a system of services and sanctions for juveniles arrested or referred to juvenile probation, or at risk of such referral, and consists of a formal partnership among one or more units of local or tribal governments, the children's court, the district attorney, the public defender, local law enforcement agencies, the public schools and other entities such as nonprofit organizations, the business community and religious organizations. This partnership is established through a Memorandum of Understanding and a continuum board.

Data collection and analysis plays a critical role in identifying, supporting and evaluating effective juvenile justice and delinquency prevention programs for both CYFD and local juvenile justice system partners. It is imperative that CYFD gather, analyze and provide quality data and information to develop and implement programs that best serve the needs of our at-risk youth.

The **Special Programs Unit** falls within the Juvenile Justice Services Division of CYFD, as part of Field Services. The Unit is tasked with administering community grant funding programs, federal and state compliance monitoring, Disproportionate Minority Contact and the Juvenile Detention Alternative Initiative:

Grants Management Unit:	Compliance Monitoring:	Disproportionate Minority Contact:	Juvenile Detention Alternatives Initiative:
<p>Oversee four juvenile justice and delinquency prevention grant programs:</p> <ul style="list-style-type: none"> • One-on-One and Group Mentoring funding; • Juvenile Continuum funding; • Juvenile Community Corrections funding; and • Federal Title II Formula Grant funding. <p>Also staffs New Mexico's State Advisory Group/JJAC.</p>	<p>Enhance/maintain adequate monitoring of state detention centers to state detention standards, and jails, detention facilities, and other facilities to assure compliance with federal JJDP Act requirements.</p>	<p>Plan and implement strategies to address the disproportionate number of youth members of minority groups who come into contact with the juvenile justice system, to assure equal treatment for all of the State's youth.</p>	<p>Help jurisdictions establish more effective and efficient systems, so youth involved in the juvenile justice system will have opportunities to develop into healthy adults.</p>

The Unit strives to partner with communities and local service providers to identify and support data-informed, evidence-based programs and promising approaches that demonstrate positive impact on the lives of New Mexico's system-involved and at-risk youth. The strategic priorities and subsequent goals and objectives are provided for each part of the Special Programs Unit.

Special Programs Unit-Wide Goals and Objectives

Goal 1, Planning: CYFD Field Services' Special Programs Unit will forecast, research, and address emerging youth trends statewide and in New Mexico communities in order to align Unit funding and programs with community needs.

Objectives:

1. Case Management & Data System: Implement a comprehensive data collection system that will include all service providers, sub-grantees and subcontractors; as well as all entities that must comply with sight & sound separation, deinstitutionalization of status offenders, and jail removal core requirements of the JJDP Act.
2. Data Collection and Analysis: Identify and collect system and program data regularly that supports informed planning and direction for Special Programs Unit funding and programs, including client tracking and program impact.
3. Innovation: Identify and pursue funding and program opportunities routinely that address service gaps or enhance/expand current programs and funding for juvenile justice system improvements in New Mexico.

Goal 2, Administration: The Special Programs Unit will maximize its impact by providing local communities and partners with regular communication, professional support and systems of accountability.

Objectives:

1. Communication: Provide routine communication to grant and program points of contact, using best available means of communication.
2. Accountability: Define and annually update accountability standards and processes for grant funding streams and programs administered by the Special Programs Unit.
3. Impact: Define, implement and enhance data systems and reporting to collect client information and program data to assess impact on an annual basis for each program.
4. Coordination of Effort: Identify innovative ways Special Programs Unit funding streams and programs can support each other's implementation and impact.
5. Organization: Regularly review and make adjustments as needed to operate with an efficient and effective organization and shared, integrated processes.

Grants Management Unit

The Grants Management Unit is charged with planning and implementing grant processes and systems, monitoring/auditing grant recipient performance and impact, and producing reports on federal and state requirements. The Unit manages four grant funded programs: One-on-One and Group Mentoring Program, Juvenile Continuum funding, federal JJDPA Title 2 funding, and Juvenile Community Corrections Program. The juvenile audience for each funding program is as follows:

- One-on-One and Group Mentoring Program: General youth population, including at-risk youth.
- Juvenile Continuum Grant and federal JJDPA Title II funding: At-risk youth and youth receiving referrals to Juvenile Probation.
- Juvenile Community Corrections Program: Adjudicated delinquent youth on juvenile probation or facility and supervised release.

The federal and state juvenile justice funds administered by the Grants Management Unit have five funding priority areas across the four funding programs:

Delinquency Prevention – Brings a system of services and sanctions for juveniles designed to prevent or reduce referrals to the juvenile justice system. These services are aimed at increasing the number of youth served; increasing the number of programs/services available in under-served communities; improving program quality; and increasing youth accountability. Delinquency prevention services meet the needs of youth through collaboration of the many local systems before which a youth may appear, including schools, courts, law enforcement agencies, child protection agencies, mental health agencies, welfare services, health care agencies and private nonprofit agencies offering youth services.

Alternatives to Detention – Designed to Increase the availability and types of diversion and alternative to detention programs through a continuum of services and graduated sanctions; improve the fair and effective response to all youth who come into contact with the juvenile justice system (addressing disproportionate minority contact); and improve the juvenile justice system through continuums implementing the philosophy and approaches of the Juvenile Detention Alternatives Initiative (JDAI) and using best practice/model programs.

Graduated & Appropriate Sanctions – Provides youth who enter the juvenile justice system receive a developmentally-appropriate, evidenced-based risk assessment instrument to aid in the application of appropriate services and/or sanctions. This priority area ensures juvenile justice interventions are guided by each individual youth's risk and needs; services and supports align with best practices so that youth are served in safe, developmentally-appropriate programs; and programs and practices are reviewed and adjusted to ensure they do no harm and do not cause disparities.

Diversion/Restorative Justice – Programs to divert youth from entering the juvenile justice system such as victim-offender mediation and restorative circles. Diversion/Restorative Justice services help ensure youth do not enter or penetrate the state's juvenile justice system unnecessarily. It is important local communities, along with the justice system, divert low-level and low-risk youth from formal involvement, thereby promoting positive youth outcomes and public safety. It is critical that Diversion/Restorative Justice strategies are provided in an equitable manner to reduce racial and ethnic disparities.

Gender-Specific Services – Provision of a sustainable and comprehensive system of support for addressing gender-specific needs and enhancing the strengths of young men and women in the state's juvenile justice

system with good transitional follow-up services. In recent years, male juveniles have received referrals at an average rate of twice that of female juveniles without male-specific programs to meet the needs of male clients throughout the state. Emphasis is on providing responsive, culturally sensitive services addressing the needs and behaviors of male juveniles.

New Mexico is a rural state with a population at over 2.08 million inhabitants. This small population produces limited tax revenue and limited public services. The vast distance between rural communities and the cost of transportation contribute to lack of adequate services and, in some cases, an absence of services in rural and/or frontier areas.

It is vital that all rural and frontier areas of the state receive support and assistance across all five funding priority areas in order to provide a sustainable and comprehensive system of support and evidence-based and promising programming and services to their juvenile population.

The juvenile justice system in New Mexico is comprised of many diverse components, located in the judicial and executive branch of state government, city or county government. Some are independent, such as the district attorneys and others are in the private sector. There is a need for one group to conduct coordinated planning and provide advice to the Governor, state Legislature, CYFD, local government and others on juvenile justice policy. The state Juvenile Justice Advisory Committee (JJAC) is this group and has the statutory responsibility for implementation of the JJDP Act in New Mexico. JJAC, with assistance from the Grants Management Unit staff monitors proposed state legislation and agency policies for possible conflict with the JJDP Act or unintended consequences that may impact the state's compliance with the Act.

The Grants Management Unit's priorities for the four funding sources and their administration, as expressed in goals and objectives, follow.

Grants Management Unit Goals and Objectives

Goal 1, One-on-One and Group Mentoring Program: CYFD's Mentoring Program will provide meaningful relationships and developmentally appropriate one-on-one or group activities for young people who can benefit from these supportive relationships and experiences.

Objectives:

1. **Best Practices:** Align CYFD Field Services' Mentoring Program with nationally-recognized, evidence-based and promising one-on-one mentoring and group mentoring best practices, reviewed annually and measured by applicant's proposals.
2. **Priority Areas:** Identify and implement priority areas for one-on-one and group mentoring.
3. **Impact:** Define, set and implement mentoring field-recognized indicators of program impact for one-on-one and group mentoring programs.

Goal 2, Continuum Site Program: The Continuum Site Program will provide evidence-based and promising programs and services in a continuum that addresses the five program priority areas and the specific needs of at-risk and system-involved youth in communities across New Mexico.

Objectives:

1. **Expansion:** Expand services provided through continuum funding to New Mexico counties that could benefit from the support to address their community-based delinquency prevention needs, through outreach efforts and multi-county collaboratives to address rural/frontier challenges.
2. **Compliance to Funding Intent & Priority Areas:** Prioritize funding to address five funding priority areas and assess compliance to funding intent for all continuum funds on an annual basis.
3. **Impact:** Define and implement indicators of program impact for delinquency prevention, alternatives to detention, risk assessment systems, diversion/ restorative justice and gender-specific state priorities program.
4. **Coordination:** Collaborate with and support fiscal agents and continuum coordinators in planning and implementing the Continuum Site Program.

Goal 3, Federal Title II Funding: Federal Title II funds will be used to support state and local intervention and diversion efforts, as well as juvenile justice system improvements, including supporting New Mexico's tribes and pueblos to ensure that American Indian youth have the same quality of services offered to them as the general juvenile population in New Mexico.

Objectives:

1. **Compliance:** Support New Mexico JJDP Act compliance efforts and administration of JJDP Act funds, as identified in the next section of this Plan.
2. **Pueblo, Tribe and Nation Support:** Assist in the development of Inter-Governmental Agreements (IGA's), between a Pueblo, Tribe or Nation and the State of New Mexico, on the services provided to their juvenile population.

Goal 4, Juvenile Community Corrections Program: CYFD will maximize utilization of community-based services and programs provided by community partners through the Juvenile Community Corrections (JCC) program, serving youth on probation, in facilities and on supervised release.

Objectives:

1. Program Utilization: Monitor and increase JCC program utilization through targeted strategies where needed on a regular basis.
2. Program Quality: Promote evidence-based, model and promising programs for services provided to youth through the Juvenile Community Corrections Program.
3. Impact: Review and refine as needed indicators of program impact to state priorities programs on a regular basis.

Goal 5, State Advisory Group: The State's Juvenile Justice Advisory Committee (JJAC) will actively advise the Governor, policymakers and the CYFD Cabinet Secretary on matters related to improving systems of care, enhancing interagency and community collaboration, and promoting effective state and local intervention and diversion programming.

Program Objectives:

1. Compliance Oversight: Facilitate the state's participation in the JJDP Act, identifying strategies and approaches to increase compliance with the Core Requirements of the JJDP Act.
2. Representation: Review Committee and subcommittee composition on a regular basis to ensure system and public representation, while ensuring a minimum of one-fifth total composition are youth member.
3. System Improvement: Develop policy recommendations on the function of and improvements to the juvenile justice system.
4. Collaboration: Provide statewide collaborative planning in juvenile justice through regular Committee meetings.
5. Legislation: Review and advise the Governor, policymakers, and the CYFD Cabinet Secretary on state juvenile justice and delinquency prevention-related legislation on an annual basis.

Goal 6, Planning & Administration: The Grants Management Unit will improve juvenile justice systems by planning for efficiencies and integration of funding streams to best serve the youth and communities of New Mexico in an impactful manner.

Program Objectives:

1. Site Visits and Audits: Improve monitoring of compliance by defining a grantee/sub-grantee site visit and audit protocol and set an annual site visit and audit schedule across all funding programs for grantees and their sub-grantees/sub-contractors.
2. Organization: Improve planning and administration and increase organizational capacity by merging Special Programs Unit grants administration into the Grants Management Unit, combining processes and practices and reorganizing staff assignments into one unified system.
3. Stakeholder Engagement: Solicit input from relevant stakeholders (e.g., fiscal agents, continuum coordinators, service providers) to ensure community needs are heard and addressed in planning processes.

Compliance Monitoring

The purpose of the Children, Youth and Family Department's compliance monitoring efforts are to enhance/maintain the state's ability to adequately monitor detention facilities, jails, and other facilities to assure compliance with the state and federal deinstitutionalization of status offenders, sight and sound separation, and juvenile jail removal requirements as set forth in New Mexico statute and the federal Juvenile Justice and Delinquency Prevention Act.

Deinstitutionalization of Status Offenders – New Mexico's Children's Code prohibits secure detention of most status offenders and non-offenders. The state juvenile detention facility standards, mandated by law, do not allow for secure detention of status offenders and non-offenders. The state uses the Risk Assessment Instrument (RAI) for objective criteria in determining detention decisions. The RAI ensures that Juvenile Probation Officers, as well as detention intake workers, make certain that status offenders and non-offenders are screened out.

Sight and Sound Separation of Juveniles and Adult Offenders – The Children's Code requires that a client, arrested and detained for an alleged delinquent act, may not be held in an adult jail or lockup for longer than six hours. Any client, detained in such adult jail or lockup, must be placed in a setting physically segregated by sight and sound from adult offenders.

The Special Programs Unit's Detention Compliance Monitor annually inspects each of the eight long-term detention facilities certified by CYFD to hold juveniles, to ensure compliance with the State's standards. All facilities have total sight and sound separation, with separate staff, management, spatial, program and living areas. The state, through its detention standards, continues to require juvenile detention facilities to employ separate staff for juveniles, including the requirement that female staff be on shift when females are being detained.

Removal of Juveniles from Adult Jails and Lockups – The New Mexico Children's Code provides that children arrested and held in an adult jail or lockup may be detained no longer than six hours, must be segregated from adult offenders, and requires that adult jails and lockups, used as temporary holding facilities, file monthly reports for compliance with federal requirements. Additionally, inspections of facilities and their records are completed by the Special Programs Unit, and facility and inspection reports are reviewed by the Juvenile Justice Advisory Committee in conjunction with CYFD. New Mexico is in compliance with jail removal requirements.

Compliance monitoring priorities for the Special Programs Unit include continued compliance monitoring, reviewing legislation, regulations and standards for compliance monitoring implications, and consolidating the state and federal compliance monitoring functions under the responsibility of the Unit's Detention Compliance Monitor.

Compliance Monitoring Goals and Objectives

Goal 1, Juvenile Detention: New Mexico's juvenile detention facilities will maintain CYFD certification to hold juveniles.

Objectives:

1. **Compliance Monitoring:** Provide annual inspections and subsequent reports of the detention facilities certified to hold juveniles.
2. **Legislation:** Monitor state legislation and regulatory changes to revise and update detention facility standards as needed.

Goal 2, Sight & Sound Separation Compliance: New Mexico's detention facilities maintain total juvenile and adult sight and sound separation, with separate staff, management, spatial, program and living areas.

Objectives:

1. **Compliance Monitoring:** Inspect all secure and non-secure facilities every three years to maintain their compliance status.
2. **Legislation:** Monitor state legislation for implications to the federal requirement of the separation of juveniles from adults.

Goal 3, Deinstitutionalization of Status Offenders Monitoring: New Mexico will maintain compliance with the JJDP A DSO requirements, ensuring appropriate processing and treatment of status offenders.

Objectives:

1. **Compliance Reporting:** Collect and review reports regarding compliance with federal requirements from adult jails and lockups, used as temporary holding facilities.
2. **Risk Assessment Instrument (RAI) and SARA System:** Monitor the use of the RAI and the SARA system to ensure they are providing accurate information as intended.
3. **Legislation:** Monitor state legislation for implications to federal deinstitutionalization of status offenders requirements, annually.

Goal 4, Removal of Juveniles from Adult Jails and Lockups Monitoring: New Mexico will maintain compliance with the JJDP A requirements, to ensure juveniles are not held inappropriately.

Objectives:

1. **Compliance Reporting:** Special Programs will collect and review reports regarding compliance with federal requirements from adult jails and lockups, used as temporary holding facilities.
2. **Compliance Monitoring:** Provide an onsite review and records inspection of all adult jails and lockups, used as temporary holding facilities, on a three-year cycle.
3. **Legislation:** Monitor state legislation for impact on adult jails and lockups removal requirements.

Goal 5, Compliance Administration: Improve the efficiency and effectiveness of monitoring state and federal compliance requirements.

Objectives:

1. **Monitoring Consolidation:** Consolidate monitoring responsibilities into the Detention Compliance Monitor position.
2. **Compliance Review:** The Juvenile Justice Advisory Council will review collected reports and propose recommendations to support compliance on state and federal requirements quarterly.

Disproportionate Minority Contact

In the Juvenile Justice and Delinquency Prevention (JJDP) Act of 2002, Congress required that States participating in the Formula Grants Program "address juvenile delinquency prevention efforts and system improvement efforts designed to reduce, without establishing or requiring numerical standards or quotas, the disproportionate number of juvenile members of minority groups, who come into contact with the juvenile justice system."

New Mexico is dedicated to the equal and fair treatment for every youth (regardless of minority or majority group status) who comes into contact with the juvenile justice system. The Unit's DMC Coordinator is implementing OJJDP's Disproportionate Minority Contact (DMC) Reduction Model and its five phases to decrease disproportionate minority contact with juveniles. The phases are:

1. Identification, to determine the extent to which DMC exists.
2. Assessment, to assess the reasons for DMC, if it exists.
3. Intervention, to develop and implement intervention strategies to address these identified reasons.
4. Evaluation, to evaluate the effectiveness of the chosen intervention strategies.
5. Monitoring, to note changes in DMC trends and to adjust intervention strategies as needed.

CYFD reports DMC progress to OJJDP annually. Data reflects that minorities are over-represented in many decision points in the juvenile justice system (i.e., arrest, adjudication, etc.). In recent years, CYFD has revised strategies and programs to address this issue. Additional training for all professionals involved at the decision points in the system is needed so that race and ethnicity are not factors in these decisions. DMC is best impacted with data-informed decisions and actions at the local level, with support through state-wide and CFYD agency-wide approaches, policies and strategies.

Disproportionate Minority Contact Goals and Objectives

Goal 1, DMC Reduction Planning: New Mexico will develop an outcome-based approach to assessing New Mexico's DMC reduction efforts and provide statewide DMC direction and support to local jurisdictions through the development of a statewide DMC Reduction Plan.

Objectives:

1. State Plan Development: Develop a State DMC Reduction Plan that defines success of DMC reduction efforts and guides state and local efforts through disproportionality reduction phases – Identification, Assessment/Diagnosis, Intervention, Evaluation, and ongoing Monitoring and refinement, to identify strategies and activities to address overrepresentation of minorities in the system.
2. Local Planning Support: The state DMC Coordinator will develop county by county profiles of offense data that analyze disparate treatment of juvenile offenders at different contact points in the juvenile justice system.

Goal 2, DMC Identification: CYFD will develop and maintain a data collection and analysis system that demonstrates statewide trends and DMC effort impact, as well as local handling of youth at each point in the justice system.

Objectives:

1. System Updates: Assess the strengths and gaps of the automated data system, as needed.
2. Other Data: Identify and collect data needed from other state and local sources, as necessary.
3. DMC Identification: Update DMC Identification Spreadsheets annually.

Goal 3, DMC Assessment: CYFD will create a data-informed, local-focused Assessment process in order to identify underlying reasons for disproportionate minority contact at the county level, as well as statewide trends.

Objectives:

1. Local Assessment Development: Research, develop and pilot a local assessment process (designed to generate possible explanations, identify, obtain and analyze relevant data and the pattern of results needed, and identification of the most likely mechanisms creating DMC in a local jurisdiction).
2. Local Assessment Implementation: Develop and implement a plan to roll out the Local Assessment System to all local counties.
3. State-Level: Develop an updated DMC Statewide Assessment.

Goal 4, DMC Intervention: CYFD will provide assistance and support to local jurisdictions in developing and implementing DMC Reduction Plans, to address DMC underlying causes.

Objectives:

1. Communication: Help local officials identify promising approaches and share best practices regularly to inform their efforts in reducing DMC at the county level.
2. Local Planning & Implementation Support: CYFD will continue to work with local continuum advisory boards to ensure that local jurisdictions are addressing DMC through local planning, strategies and actions, on a regular basis.
3. Training/TA: Provide regular training and ongoing technical assistance based on assessments, for jurisdictions statewide to decrease disproportionate minority contact with juveniles across New Mexico.

4. State-Level Efforts: Review statutes and legislation for potential impact on DMC, while examining and enhancing department-wide practices (e.g., juvenile probation agreement, probation revocation process, diversion discretion), on an annual basis.

Goal 5, DMC Evaluation: Evaluate DMC Reduction Plan outcomes annually to assess performance and impact on DMC efforts.

Objectives:

1. Annual Report: Identify state-level and local successes and challenges experienced in the past year to examine the effectiveness of the past year's efforts, summarized in a report on an annual basis.
2. Evaluation Sharing: Share evaluation results with state and department partners and local officials as report is finalized.

Goal 6, DMC Monitoring: Assess trends and adjust plans, strategies, and actions for greatest impact on reducing DMC.

Objectives:

1. State-Level Monitoring: Review and refine state-level strategies and interventions designed to address DMC.
2. Local-Level Monitoring: Review and provide feedback to local officials to help refine local DMC reduction plans, strategies and actions.

Juvenile Detention Alternatives Initiative (JDAI)

New Mexico is a participating state in Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI), designed to enable jurisdictions to safely reduce reliance on secure confinement through continuous juvenile justice system improvement. JDAI is intended to: 1) Eliminate inappropriate or unnecessary use of secure detention; (2) Minimize failures to appear and incidence of delinquent behavior; (3) Redirect public finances to successful reform strategies; (4) Improve conditions in secure detention facilities; and (5) Reduce racial and ethnic disparities.

The JDAI philosophy is driven by eight core strategies:

1. Interagency collaboration between key juvenile justice stakeholders, parents, the community, and others to plan and coordinate reform activities.
2. Use of accurate data to diagnose and understand the system's problems, identify solutions, and drive program and policy decisions.
3. Reliance on objective admission criteria and instrument to guide detention admission decisions.
4. Utilize alternatives to detention to provide youth with community-based supervision while they are awaiting adjudication.
5. Reform case processing in order to accelerate the movement of delinquency cases, reduce unnecessary delays, and ensure that interventions are timely and appropriate.
6. Reduce the use of secure confinement for "special" detention cases such as violation of probation.
7. Commit to reducing racial and ethnic disparities by implementing practices and policies that eliminate structural and personal biases that result in racial and ethnic disparities (in concert with the Disproportionate Minority Contact (DMC) initiative).
8. Improving and monitor conditions of confinement by conducting routine facility inspections.

CYFD is currently planning and tracking the implementation of this multi-year roll out, and the resulting impact at various decision points, as well as other decision points in the probation process. Priorities for JDAI include local planning and implementation including training and support, state and local coordination and collaboration, data reliability and validity, and relationships with American Indian partners.

Representatives from CYFD, the New Mexico Supreme Court, and the New Mexico Counties have convened a Statewide Leadership Team to develop a work plan for expanding JDAI to rural and frontier as well as urban communities statewide. Working on a parallel track to statewide activities, local activities will include JDAI fundamentals training, review/analysis of data, conducting systems assessments, and the development of local work plans.

JDAI Goals & Objectives

Goal 1, State to Scale Replication at the Local Level: Bring the Juvenile Detention Alternatives Initiative to scale statewide with model fidelity, safely reducing reliance on secure confinement.

Objectives:

1. Active Cohorts: Continue to assess four current sites' knowledge and progress in JDAI annually and hone in on each site's successes and challenges for technical assistance provision.
2. New Cohorts: Identify and develop new JDAI cohorts in accordance with the JDAI Cohort Plan.
3. JDAI Fundamentals: Provide regular training to coach sites on JDAI strategies, objectives and goals, and fully immersing site stakeholders in JDAI fundamentals.
4. Site Engagement: Provide state data and provide technical assistance for the gathering of local data to allow sites to identify and make decisions around local data-informed issues.
5. Local Plan Development: Provide technical assistance to sites and mentors to develop a local implementation plan to identify action items for process implementation for site-specific issues identified by data review.
6. Site Mentors: Establish a model of a "cohort of mentor sites" for implemented sites to be assigned annually to share best practices and mentor new cohort sites for each new phase, and hold a statewide conference for all sites.
7. Communication: Facilitate communication flow among local partners and support new JDAI cohort sites with state level policy and sharing of best practices that complement cohort mentoring.

Goal 2, State-Level Collaboration: Identify and create State-level activities that will support the local implementation of the JDAI initiative with model integrity.

Objectives:

1. State Leadership: Develop, monitor and refine a work plan to guide JDAI Leadership Team's (NM Supreme Court, New Mexico Counties and CYFD) coordination and leadership of the State JDAI plan and support to local efforts.
2. Coordination: Examine the potential to coordinate efforts and align concurrent efforts with other initiatives to support local JDAI implementation.
3. Pueblo, Tribe and Nation Engagement: Bring on Pueblos, Tribes and Nations as JDAI scale sites to increase/improve Tribal and Judiciary collaboration, beginning with the onboarding of the Pueblo of Isleta as a JDAI scale site.
4. Outreach: Share the work of JDAI at all relevant statewide professional meetings.
5. Measurement: Ensure that success is measured locally by objective, data driven improvements, and key outcome measures linked to the eight core strategies.
6. Data Integrity: Continue to assess and validate the NM Risk Assessment Instrument (RAI.)
7. Legislation: Review relevant legislation to identify its potential impact on JDAI efforts.
8. Probation Agreement and Sanctions Grid: Finalize the updated Probation Agreement, and develop and implement a statewide sanctions grid.