NEW MEXICO JUVENILE JUSTICE ADVISORY COMMITTEE (JJAC)
THREE-YEAR PROGRAM PLAN AND PROGRAM DESCRIPTIONS

I. JUVENILE JUSTICE SYSTEM IMPROVEMENT

- Alternatives to Detention
- Jail Removal & Deinstitutionalization of Status Offenders (DSO)
- Graduated Sanctions and Interventions
- Training & Education
- Gender
- Substance Abuse/Reclaiming Futures/ Mental Health
- Juvenile Detention Alternatives Initiative (JDAI)
- Capacity Building
- Compliance Monitoring

II. DISPROPORTIONATE MINORITY CONTACT (DMO)

III. NATIVE AMERICAN PROGRAMS (PASS-THROUGH)

IV. RURAL AREA JUVENILE PROGRAMS

V. GENDER-SPECIFIC SERVICES

VI. DELINQUENCY PREVENTION

VII. STATE ADVISORY GROUP ALLOCATION

VIII. PLANNING AND ADMINISTRATION

I. JUVENILE JUSTICE SYSTEM IMPROVEMENT

PROBLEM STATEMENT

In New Mexico, the juvenile justice system is composed of various, independent officials, agencies (both public and private), and separate branches of state and local government. This is true especially of the pre-disposition portion of the system. This can reduce the effective and efficient administration of justice. Only through strong, close and continuing collaboration can this be overcome. In New Mexico, there are 103 municipalities, 89 school districts, 33 counties, and 13 judicial districts. The numbers of non-profit organizations offering services to youth are numerous, and vary in quality and capacity from community to community. The inappropriate use of secure detention result in overrepresentation of minority youth in the juvenile justice system, inconsistent assessment of risk and need, lack of a system of graduated sanctions and interventions, lack of gender-responsive services, lack of sufficient local collaboration, and lack of a comprehensive strategy for juvenile justice.

Juvenile Justice System performance can be improved through various types of basic and specialized training, both for full-time professionals and for volunteers. The data indicate there are many youth who could be diverted from detention, and training on intake and use of alternatives could impact this. Data also indicate a need for prevention programs and programs to reduce minority overrepresentation in the system and training and technical assistance are needed to address this. Citizen volunteers, including State Advisory Group
(SAG) members, are needed to help provide technical assistance to local programs and governments and to help monitor the state's compliance with the Juvenile Justice Delinquency Prevention Act (JJDP), and they need training in order to do this.

In addition, to help the state measure compliance with the JJDP Act, adequate data systems and research are needed that will allow us to ascertain whether minorities are over represented in the juvenile justice system, and if so, what the underlying reasons are. In addition, data systems allow the state to determine whether youth are detained in violation of core requirements of the Act. The data systems need improvement, and there is a strong need for coordination among the various data systems. In addition, once data is collected and analyzed, and it indicates problems or issues, the data analysis needs to be translated into action.

Many youth referred to the system have serious substance abuse and/or mental health issues, including children exposed to severe trauma. There is a serious lack of services to address this situation particularly in rural areas.

**PROGRAM GOALS**

- To improve juvenile justice systems by increasing compliance with the Core Requirements, and increasing the availability and types of prevention and intervention programs through a continuum of services and graduated sanctions.

- To improve the fair and effective response to all youth who come into contact with the juvenile justice system.

- To improve the juvenile justice system through juvenile justice training in best practices/model programs.

**PROGRAM OBJECTIVES**

1. To provide support to judicial districts and units of local Government that wish to address specific juvenile justice issues and develop a continuum of services and graduated sanctions.

2. To support models of collaboration, consensus building and community building among all key leaders which will lead to the development of comprehensive strategies and to sustainability of these initiatives.

3. To encourage the appropriate use of secure detention and the development of adequate non-secure alternatives, and to support statewide implementation of juvenile detention reform initiatives using JDAI.

4. To foster objective decision-making about youth at each step in the pre-disposition process, as required by the New Mexico Children’s Code.
5. To encourage alternative solutions to the present pre-disposition workloads and caseloads, such as use of citations, use of diversionary programs, detention early resolution, and case expeditor programs.

6. To ensure improvements in the conditions of secure confinement, maintain compliance with the JJDP Act detention requirements, and maintain compliance with the state detention standards.

7. To promote public safety, offender accountability and rehabilitation, and to restore the community, through implementation of restorative justice principles.

8. To assess New Mexico’s juvenile justice system, and make recommendations for improvement.

9. To examine science based models and best practices in juvenile justice in other states.

10. To promote system improvement by sponsoring a statewide Juvenile Justice Symposium designed to highlight best practices from within the state and also from other states, while providing a forum for exchange of information among a broad-based audience consisting of justice system officials, elected officials, school officials, and other policy-makers.

11. To promote the development of improved data collection and analysis systems, and improve coordination among the various data systems, including improved outcome data.

12. To promote models for addressing mental health, substance abuse and trauma services.

13. To address equal access to services and requested by the Legislature in House Joint Memorial 21.

14. The System Improvement Objectives are to support both state and local prevention and intervention efforts and juvenile justice system improvements. Output and Outcome Objectives include:

   - Increase organizational capacity;
   - Improve planning and development;
   - Improve program activities;
   - Improve system effectiveness;
   - Improve data systems and coordination among the systems.

**ACTIVITIES AND SERVICES PLANNED**

**Who Will Implement:**
The JJAC, with assistance from consultants, will provide or arrange for training and planning support. Collaboratives of local and state officials and agencies will undertake planning and assessment efforts, and will effect pre-disposition system improvements through specific activities and programs, including efforts focusing specifically on DMC.
A continuum of services and graduated sanctions will be supported in communities, including detention alternatives. The JJAC will actively implement this program, in collaboration with the Children, Youth, and Families Department and local officials. The JJAC will provide some training and technical assistance, will receive some training, will contract for training/technical assistance to be provided, and will support others' attendance at training.

**When/Where:**
During FY 2012-2015

**Services to be provided:**
Support will be given to community training designed to inform and educate, and to prepare juvenile justice workers and leaders to undertake collaborative efforts. This training will include special courses for juvenile probation officers, judges, District Attorneys, public defenders, law enforcement officers, detention administrators, city and county managers, school personnel, elected officials, and others. Various juvenile justice professionals and citizen volunteers will receive training on topics such as alternatives to detention, compliance monitoring, advocacy, developing regional systems, prevention, and other topics (e.g., prevention; regional systems) may be provided at the state or local level. Research and analytical studies may be commissioned by the JJAC on various topics, and evaluation of certain programs will also occur. The JJAC will also support the provision of gender-responsive services. JJAC will provide funding support for local continuum programs and this will include support for Disproportionate Minority Contact (DMC) interventions and gender responsive services.

Also, support will be given to develop pre-dispositional policies and processes, and support may be provided to develop assessment-training programs for law enforcement officers, juvenile probation and parole officers, and others. Support will also be provided for development and implementation of specific services/graduated sanctions as part of the continuum, such as citation/diversion programs, case expediting, detention reform, alternatives to secure detention, restorative justice, and other graduated sanctions including support for substance abuse and mental health issues.

**Who will benefit:**
Justice system professionals, citizen volunteers, state and local officials and programs involved with the juvenile justice system, as well as juveniles referred to the system.

**Target Population:**
Juveniles who have been arrested or cited for an offense, and those referred to the Juvenile Probation Office (JPO) or the court process. Local juvenile continuum collaboratives are also a target population.
PERFORMANCE MEASURES

System Improvement, DSO, Jail Removal, Graduated Sanctions.
*Bold* indicates mandatory measures

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>OUTCOME</th>
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<tbody>
<tr>
<td>Formula Grant funds allocated for system improvement/DSO/Jail Removal/Graduated Sanctions</td>
<td>Number and percent of programs evaluated as effective</td>
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<tr>
<td>Number of planning activities conducted</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Number of system improvement initiatives</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of research studies conducted</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Number and percent of program staff trained</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Number of program materials developed</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Number of program agency policies or procedures created, amended, or rescinded</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of programs implemented</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of site visits conducted</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of shelter beds contracted</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Number and percent of program staff trained</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of hours or program staff training provided</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Number of system-wide IT improvements implemented</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of program youth served</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Average length of stay in program</td>
<td>Number of programs evaluated as effective</td>
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<td>Number of service hours completed</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Average length of time between disposition and placement</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Change in number of DSO or Jail Removal violations requirements</td>
<td>Number of programs evaluated as effective</td>
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<tr>
<td>Average length of time between initial court appearance and deposition</td>
<td>Number of programs evaluated as effective</td>
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Alternatives to Detention
**Bold** indicates mandatory measures

<table>
<thead>
<tr>
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<th>OUTCOME</th>
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<tbody>
<tr>
<td>Number of Program Youth Served</td>
<td>Number and percent of program youth who offend or re-offend.</td>
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<td></td>
<td>Number and percent of program youth completing program requirements.</td>
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<tr>
<td>Formula Grant Funds Allocated for Services</td>
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<tr>
<td>Number of detention alternative program options available.</td>
<td>Percent of change in the average daily population in secure detention.</td>
</tr>
</tbody>
</table>

Other State Measures:

1. Training provided to juvenile justice and local public officials.
2. Evidence of adequate planning and assessment routines.
3. Implementation of demonstration projects as part of a system of graduated sanctions
4. Interest by and willingness of jurisdictions to replicate the best features of demonstration projects in other states.
5. Objectively verified improvements in pre-disposition procedures and programs;
6. Reduced numbers of juveniles, including minority youth, held in secure detention.
7. Training delivered to, or attended by various system professionals and citizen volunteers.
8. Improvements made to juvenile justice data systems.

II. **DISPROPORTIONATE MINORITY CONTACT (DMC)**

**PROBLEM STATEMENT**

Data indicate that minorities are over-represented in many decision points in the juvenile justice system (e.g., arrest, adjudication, etc.). Much more intensive training for all professionals involved in the decision points in the system is needed, so that race and ethnicity are not factors in these decisions.

**PROGRAM GOALS**

- To improve juvenile justice systems by increasing compliance with the Core Requirements JJDP Act and increasing the availability and types of prevention and intervention programs. The JJAC seeks to promote development of equitable standards and levels of juvenile justice for all youth in New Mexico, regardless of race, ethnicity or socio-economic condition and gender.
PROGRAM OBJECTIVES

The DMC objectives are to support both state and local prevention and intervention efforts and juvenile justice system improvements to reduce DMC. Output and outcome objectives include:

- Improve monitoring of compliance;
- Increase system capacity;
- Improve program quality;
- Improve planning and development;
- Reduce DMC;
- Reduce Disparate treatment of youth in the juvenile justice system;
- Improve system effectiveness;
- Increase program support; and
- Reduce delinquency.

1. To promote an adequate data collection and analysis system that demonstrates handling of youth at all points in the justice system, from arrest through institutionalization, by coordinating with CYFD "FACTS" (Family Automated Client Tracking System), an automated data system, and by identifying and collecting data needed from others. A newer, more responsive data collection system: Screening, Admissions and Releases Application (SARA) will assist in promoting faster, actual time data collection.

2. To determine the causes of minority overrepresentation in the system and the extent to which they influence juvenile justice decision-making by completing all data collection and analysis and conducting other study/analysis as needed.

3. To support/implement strategies and activities to address overrepresentation of minorities in the system by reviewing model programs and examining other states' efforts.

4. To continue working with minority group advocates by developing and implementing strategies for collaborative programs and educational efforts.

5. To coordinate with OJJDP for the provision of intensive technical assistance regarding strategies for the state and the JJAC to pursue, collaboration with other groups/organizations, improved data systems, increased awareness and education, and development of programs. Awareness and educational programs are a key to understanding DMC and how, why, where and who in the juvenile justice system is affected and how to start to deal with it.

6. To implement the state’s DMC plan through training, technical assistance, and intervention programs statewide and in pilot counties to reduce DMC.

7. To develop county by county profiles of offense data that analyze disparate treatment of juvenile offenders at different contact points in the juvenile justice system.
**ACTIVITIES AND SERVICES PLANNED**

**Who will implement:**
The JJAC and CYFD will take the lead in implementing strategies to address minority over-representation. Judges, law enforcement agencies, and other state and local officials will be consulted and brought in as partners. The JJAC, in collaboration with other organizations, will take the lead in promoting program models, and will help fund implementation programs.

**When/Where:**
On-going during the period FY 2012-2015.

**Services to be provided:**
A plan of action and strategies and proposed programs for implementation has been developed and updated. This will be revised and strengthened through the intensive training and technical assistance. Technical assistance and training will be provided to agencies or communities where over-representation exists, with a focus on the continuum sites. They will also receive financial assistance from the JJAC. Risk-focused community prevention projects, which are designed to keep minority youth from contact with the justice system, will be supported in the form of at-risk youth programs presently funded under the state Juvenile Continuum Grant Fund. Changes in agency policies and court rules will be explored, and increased agency training will be provided for state and local agencies that may impact the DMC problem. A special emphasis will be placed on training for Juvenile detention and Juvenile Probation staff, with additional efforts to make them active participants in the implementation of solutions to overrepresentation. Model law enforcement arrest policies/procedures will be provided to local law enforcement in the pilot counties. Each of the nineteen continuum sites supported with Formula Grant funds will be required to continue their DMC planning and to implement at least one DMC intervention activity locally. Any new continuum sites will also undertake DMC activities. The New Mexico Sentencing Commission is completing a State wide DMC assessment and will provide data analysis, research to state agencies and local communities regarding DMC. New Mexico is working with Andrea Coleman to secure technical assistance to conduct a statewide county-by-county DMC assessment. Development of the report and final report requirements will be met in state FY 2012. Three sites have worked on the DMC/disparate treatment of juveniles by developing working relationships with the community and with community based providers.

**Who will benefit:**
Minority youth who may become involved with the juvenile justice system at any point in the process, especially those youth who could be diverted to non-secure programs and facilities. The community at large will benefit by producing minority youth who become better contributing citizens’ and the person’s in the system who as their involvement in DMC acknowledge their solution or participation in the problem. The technical assistance may also be provided by other universities.
**Target Population:**
Minority youth and their families who come in contact with the juvenile justice system.

**PERFORMANCE MEASURES**
Disproportionate Minority Contact
**Bold** indicates mandatory measures

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>OUTCOME</th>
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<tbody>
<tr>
<td>Number of program youth served (Intervention programs).</td>
<td>Number and percent of program youth who offend or re-offend.</td>
</tr>
<tr>
<td>Number of programs implemented.</td>
<td>Number and percent of program youth exhibiting desired change in targeted behavior: Substance use; School attendance; Family relationships; Antisocial behavior.</td>
</tr>
<tr>
<td>Average length of stay in program.</td>
<td>Number and percent of program youth completing program requirements.</td>
</tr>
<tr>
<td>Formula Grant funds allocated for DMC at the state and local levels.</td>
<td>Number of state and local agencies with improved data collection systems (DMC data).</td>
</tr>
<tr>
<td>Number of planning activities conducted.</td>
<td>Number of contact points reporting reduction in disproportionality at state and local levels.</td>
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<tr>
<td>Number of program materials developed.</td>
<td>Number and percent of recommendations from assessment studies implemented.</td>
</tr>
<tr>
<td>Number of program/agency/policies or procedures created, amended or rescinded.</td>
<td>Number of contributing factors determined from assessment studies.</td>
</tr>
<tr>
<td>Number and percent of program staff training.</td>
<td>Number and percent of program staff with increased knowledge of program area.</td>
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<tr>
<td>Number of hours of program staff training provided.</td>
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</table>

**Other State Measures:**
(1) Total juvenile population in contact with the juvenile justice system.
(2) Total minority population, by ethnic groups, in contact with the juvenile justice system during this same period.
(3) Evaluation of data collected, with consideration of such influences as ethnic groupings, poverty level, prior abuse/neglect, or prior adjudication.
(4) Implementation of strategies and programs to reduce disproportionate minority confinement.
(5) School completion/graduation rates for minority youth.
III. NATIVE AMERICAN PASS-THROUGH

PROBLEM STATEMENT

The various Native American tribes and pueblos in New Mexico have their own juvenile justice systems, as sovereign nations. Few have adequate, separate detention facilities for youth, or sufficient alternatives to divert youth from detention. Planning and program initiatives will help address this situation, with some funding assistance through the Native American pass-through provision of the JJDP Act.

PROGRAM GOALS:

- To improve juvenile justice systems by increasing compliance with the Core Requirements and increasing the availability and types of prevention and intervention programs.
- To assist in assuring that Native American youth have the same quality of services offered to them as the general juvenile population in New Mexico.
- To assist in the development of Inter Governmental Agreements (IGA’s) between a specific Native American Tribe and the State of New Mexico on how to serve their juvenile population, and to assist the Native American Tribes in developing a Children’s Code specific to their sovereign needs but still adhering to the juvenile’s rights.

PROGRAM OBJECTIVES:

The Native American program objectives are to support both state and local prevention and intervention efforts and juvenile justice system improvements. Output and outcome objectives include:

- Increase organizational capacity;
- Improve planning and development;
- Improve program quality;
- Improve program activities;
- Improve program efficiency;
- Improve pro-social behaviors;
- Reduce delinquency;
- Increase accountability; and
- Increase program support.

1. To maintain a process with tribal governments ensuring implementation of the Pass-through requirement by periodically meeting with tribal leaders. The JJAC has established a Native American sub-committee to better address the needs of the Native American pass-through funds to their communities.

2. To continue to provide appropriate pass-through funding support to Native American juvenile justice programs. JJAC presently has several projects that the Native American
sub-committee has funded or is in the process of funding. These include an IGA between the State of New Mexico CYFD and the Mescalero Apache Tribe to address their juveniles processing between the two systems. The JJAC also has recently awarded funds to the Jemez Pueblo and Zia Pueblo to develop a Children’s Code for their respective sovereign sites.

3. To increase Native American participation in JJAC matters, and to collaborate with tribal advocacy groups and governments.

4. To reduce the overrepresentation of Native American youth in the juvenile justice system.

5. To implement the Native American provisions of the New Mexico Children’s Code. This will be assisted by development of a model Intergovernmental Agreement between the state and one or more Native American governments. There will be emphasis on the provision of “full faith and credit” by each participating government, and any such agreements must include adequate provision for the right to representation by counsel for tribal juveniles in the justice system. JJAC has contracted with an agency to provide training on Native American code revision and Inter Governmental Agreements (IGA).

**ACTIVITIES AND SERVICES PLANNED**

**Who will implement:**
The JJAC, along with the tribes, pueblos, and inter-tribal organizations, will continue the process and plans. Tribes will continue to implement specific projects. Also included in the process are the JJAC Native American sub-committee and the Native American Liaison at CYFD.

**When/Where:**
On-going during the period FY 2012-2015.

**Services to be provided:**
Technical assistance will be made available by the JJAC to tribal governments. Tribal jurisdictions may be encouraged to "pool" pass-through funds, for the development of projects of mutual interest that enhance their juvenile justice systems. Funded projects will be monitored, and planning aid will be given to the JJAC Native American subcommittee.

**Who will benefit:**
Tribal justice systems and Native American youth and their families plus the pueblo or tribe and the State of New Mexico.

**Target Population:**
Native American tribal governments and tribal youth either involved in the justice system or at-risk tribal youth.
PERFORMANCE MEASURES
Native American Programs

**Bold** indicates mandatory measures

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<tr>
<th>OUTPUT</th>
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<tbody>
<tr>
<td><strong>Formula Grant or Title V funds allocated for services.</strong>&lt;br&gt;Number of planning activities conducted.&lt;br&gt;Number of MOU’s developed.&lt;br&gt;Number of program-agency policies or procedures created, amended or rescinded.</td>
<td>Number and percent of program staff with increased knowledge of program area.</td>
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<tr>
<td><strong>Number of program youth served.</strong>&lt;br&gt;Number of service hours completed.&lt;br&gt;Average length of stay in program.</td>
<td>Number and percent of program youth who offend or re-offend. &lt;br&gt;Number and percent of program youth completing program requirements. &lt;br&gt;Number and percent of program youth committed to correctional facility. &lt;br&gt;Number and percent of program youth exhibiting desired change in targeted behaviors: Substance use; Antisocial behavior; Family relationships; Social competencies.</td>
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IV. **RURAL AREA JUVENILE PROGRAM**

**PROBLEM STATEMENT:**

New Mexico is a rural state with a population just about 1.8 million inhabitants. This small population produces a 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 some cases lack of any services in rural and/or frontier areas. There are only four large cities in New Mexico which are Las Cruces, Albuquerque, Rio Rancho and Santa Fe and the rest of the state is rural and/or frontier. We have some of the lowest income rated counties in the nation. The entire state has a lack of services such as health care, mental health, substance abuse, domestic violence, etc.

As for juvenile justice and at-risk services, we do not have enough program services staff to cover the rural and/or frontier areas. We also serve the additional juvenile population from the Native American Tribes that are near these rural and/or frontier area communities. These rural and/or frontier communities lack the skills to apply for programs or services from the state or federal government.
PROGRAM GOALS:

- To assist these rural and/or frontier communities to apply for state and federal funds to develop a future continuum site.

- To assist these rural and/or frontier communities in developing services for juvenile justice and at-risk youth, and to assist these rural and/or frontier communities to organize a juvenile justice advisory board.

PROGRAM OBJECTIVES:
The rural area juvenile program objectives are to provide technical assistance and outreach to these rural and/or frontier communities to encourage development of a continuum of juvenile justice and at-risk services for their youth. Output and outcome objectives include:

- Increased organizational capacity
- Improved planning and development
- Improved rural juvenile justice systems
- Increased technical assistance from state level and federal level
- Improved program quality, and activities
- Improved pro-social behaviors
- Reduced delinquency
- Increased accountability
- Increased rural JDAI initiatives

1. Additional objectives are to assist and encourage local rural and/or frontier community citizens to organize juvenile justice advisory board.

2. Provide technical assistance to develop a program of services for their juvenile justice and at-risk youth.

ACTIVITIES AND SERVICES PLANNED:

We provided assistance to one small community with Title V funds in FY11-12 to address their juvenile justice and at-risk youth needs for services. The rural community is Truth or Consequences.

FY12 the state SAG has assisted three more rural/frontier communities to establish juvenile justice continuum boards, including Cibola county, Socorro County and Torrance County, currently Torrance County has a contract to complete a community assessment and make recommendations for implementing programs and establishing a continuum of juvenile justice services in New Mexico. These three new small rural counties have established a juvenile justice advisory board with our technical assistance. They are in the process of establishing their program of services.
Conduct outreach activities via the CYFD regional JPO to determine new rural communities that have an interest in developing a continuum of services for their juvenile justice and at-risk population.

**PERFORMANCE MEASURES**

Rural area juvenile programs

**Bold** indicates mandatory measures

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<tr>
<td><strong>Title V funds allocated for services.</strong></td>
<td>Number and percent of program staff with increased knowledge of program area.</td>
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<td>Number of MOUs developed.</td>
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V. **GENDER-SPECIFIC SERVICES**

**PROBLEM STATEMENT:**

The number of female juvenile offenders is the largest growing population in the juvenile justice system. There has been a lack of gender-specific, gender-responsive programs or services available to this population, as is documented in the technical assistance study and report by DSG consultant Paula Schaefer, and the study by the NM Women’s Justice Project and a recent study by Leslie Acoca. These studies identified the following gender-specific services needed: those that help young women deal with trauma; mentoring and role model programs; substance abuse and mental health services; a gender specific assessment tool; a residential facility for young women with mental health needs; treatment foster care services; a continuum of housing services; restorative justice services; employment and job training services; and the need for a coordinated funding stream for gender-specific services. Planning and program initiatives will help address this situation, with some funding assistance through the Formula Grant.
**PROGRAM GOALS:**

- To provide a sustainable & comprehensive system of support for enhancing the strengths of young women in the New Mexico juvenile justice system.
- To develop more gender specific response programs for young women and young men in the juvenile justice system and good transitional follow-up services.

**PROGRAM OBJECTIVES:**

1. To provide female responsive & culturally sensitive services, dealing with physical health, mental health, grief & loss, abuse & trauma, sexual health, domestic violence, pregnancy & parenting, and how to navigate the systems that impact the lives of young women.

2. To promote relationship-based services by encouraging policies, practices and programs that are relational as well as encouraging healthy connections with children, family, significant others and the community.

3. To support on-going system training & staff development that will raise awareness about young women and young men in the juvenile justice system and ensure girls and families understand the system, how it works, and the impact on them. Also, to assure that young women participating in gender specific programs understand the goals and process of the treatment program.

4. To promote economic self-sufficiency by encouraging the juvenile justice system to provide all young women with the necessary skills and resources to ensure that they will become economically self-sufficient.

5. To provide community resources to assist young women to succeed academically and then directing them into a healthy working environment.

6. To develop coordinated data collection & analysis systems to include:
   - A unified and standardized data collection and analysis system will be implemented and used at key decision making points for advocacy for systemic change and improvement and specifically collect data on young women with the system and assess their needs:
     - Female and culturally responsive risk/needs/strengths assessment tool
     - DMC
     - The data system will break out data by gender and by race/ethnicity, and will be regional & community specific

6. To engage the community through the following:
   - Build community focus on prevention and early intervention within a restorative justice framework and family strength based programs.
   - Establish a community continuum of services, including safe & affordable
housing options.

- Community resources to support families.
- Community supervision & re-entry services with substantial follow-up services
- Restorative Justice programs.
- Mentorship programs for young women and their families.
- Localized services, assuring access across the state.
- Supporting Boys Council Training.
- Implement Gender Specific Training through House Memorial 48.

**ACTIVITIES AND SERVICES PLANNED**

**Who Will Implement:**
The JJAC and its Gender Subcommittee and the CYFD will all help implement this initiative.

**When/Where:**
Throughout the period 2012-15 and this will be implemented statewide through the CYFD, as well as in selected local community.

**Services To Be Provided:**
Training for Juvenile Probation Girls unit, gender training for all juvenile justice professionals and girls circle/boys council.

**Who will benefit:**
Juvenile offenders referred to the juvenile justice system, and their children and families and the community.

**Target Population:**
Female juvenile offenders arrested and referred to the JPPO, or those adjudicated and given dispositions of probation or commitment, and at-risk young woman not yet involved in the juvenile justice system.

**PERFORMANCE MEASURES:**
Gender-specific Services

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formula Grant or Title V funds allocated for services.</strong></td>
<td>Number and percent of program staff with increased knowledge of program area.</td>
</tr>
<tr>
<td>Number of MOUs developed.</td>
<td></td>
</tr>
<tr>
<td>Number of planning activities conducted.</td>
<td></td>
</tr>
<tr>
<td>Number of program/agency policies or procedures created, amended or rescinded.</td>
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</tr>
</tbody>
</table>
VI. DELINQUENCY PREVENTION

PROBLEM STATEMENT

Best practices support early intervention to prevent or reduce delinquent behavior rather than spend public funds on detention and corrections. Juvenile crime, court and corrections data continue to indicate that the numbers of youth in New Mexico's justice system are too great. Many of these young people could have been diverted if prevention programs were offered as alternatives to commitment. Although there are a number of discrete prevention efforts underway in various communities (e.g. substance abuse prevention), comprehensive prevention programming is needed, and it must be coordinated with these existing efforts. There must be better collaboration among local governments. In addition, New Mexico’s public school districts have experienced serious levels of truancy and high school dropout rates for some years. Research has demonstrated that such behaviors are highly correlated with delinquency and other undesirable teenage behaviors. Truants fall behind in their studies and lose positive relationships with fellow students. Those who drop out of school face major social and economic obstacles and often turn to criminal behavior. The Public Education Department (PED) has launched a major statewide truancy prevention effort. The funding for the Public Education Department to address truancy has been drastically cut at the state level and the PED is trying to address this problem by applying for various federal grants available to them.

PROGRAM GOALS

- To improve juvenile justice systems by increasing compliance with the Core Requirements of the JJDP Act and increasing the availability and types of prevention and intervention programs.
- To prevent or reduce delinquent behavior among juveniles and promote the healthy development of youth and families.
- To increase the number of communities using evidence-based programs to address delinquency prevention.
PROGRAM OBJECTIVES

The delinquency prevention objectives are to support both state and local prevention and intervention efforts and juvenile justice system improvements. Output and outcome objectives include:

- Increase organizational capacity;
- Improve planning and development;
- Improve program quality;
- Improve program activities;
- Improve program efficiency;
- Improve pro-social behaviors;
- Increase program support; and
- Increase accountability.

1. To continue and expand the risk and protective factor approach, and other strengths-based approaches, to the Title V amendment to the JJDP Act by utilizing Title II Formula Grant funds.

2. To explore and implement, within the local initiatives, intensive and comprehensive neighborhood-level efforts to promote youth and family development, through activities and interventions that have been shown to be effective. To develop community collaboration by using the local continuum site boards as the focal point in dealing with juvenile justice and at risk young in funding, programs, systems communication.

3. To continue providing a range of technical assistance to existing and new local initiatives.

4. To continue to work with other delinquency prevention advocates in the state by identifying technical assistance and training resources and identifying other active prevention groups, and developing joint strategies with them.

5. To support school-based programs, such as after-school activities designed to ensure that all students in grades 1-8 have access to activities after school closes until 6:30 p.m. This will involve collaboration and coordination with local teen centers in providing programs or utilizing their existing programs. These programs will establish partnerships with public and private organizations, leverage other funding sources, and offer creative, comprehensive activities that have been proven effective. This may include the use of public school facilities as the focal point for recreational, educational and other services for young people and their families, or may also use other locations as the site of the program.

6. To promote the development of improved data collection and analysis systems, and improve coordination among the various data systems. To encourage community assessments to determine the local needs and possible funding sources.

7. To provide positive youth development and peer-to-peer mentoring programs and services.
**ACTIVITIES AND SERVICES PLANNED:**

**Who will implement:**
The JJAC will continue to collaborate with representatives of schools, youth organizations, and local governments to implement prevention strategies tailored to local circumstances. Technical assistance will be provided as necessary, as will training and evaluation through OJJDP contractors and others. Development of the local continuum site boards is a critical piece in providing a focused point of coordinated services to juveniles and their families in the community.

**When/Where:**
During the period FY 2012-15.

**Services to be provided:**
Training will continue to be provided, as well as technical assistance in planning, program development, and coalition-building. Continued support with Title II funds will be made available for demonstration programs at the community level. Formula Grant funding will also be available through the program area System Improvement for school programs, which may include mentoring, home visitation, recreation, and tutoring where the outcome is likely to be effective, as shown by results elsewhere. Funding will also be available for other types of prevention approaches that help to implement best practices from other states and localities, with programs that have been shown to be effective through evaluation. Technical assistance will be provided by JJAC to develop the local continuum site board to their full potential.

**Who will benefit:**
Juveniles who might otherwise become involved for the first or subsequent times in delinquent behavior will be diverted into more positive activities and behavior. In the long run their families and the local community will benefit from these activities.

**Target Population:**
Juveniles at risk of referral to the juvenile justice system

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**PERFORMANCE MEASURES**

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>OUTCOME</th>
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</thead>
<tbody>
<tr>
<td><strong>Delinquency Prevention</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Bold</strong> indicates mandatory measures</td>
<td></td>
</tr>
<tr>
<td><strong>Title V and other funds allocated for services</strong></td>
<td>Number and percent of program families satisfied with program.</td>
</tr>
<tr>
<td>Number of planning activities conducted</td>
<td></td>
</tr>
<tr>
<td>Number and percent of program staff trained</td>
<td></td>
</tr>
<tr>
<td>Use of best practice model</td>
<td></td>
</tr>
<tr>
<td>Number of program materials developed</td>
<td></td>
</tr>
<tr>
<td>Number of program youth served</td>
<td>Number and percent of program youth exhibiting desired change in targeted behaviors: Substance use; School attendance; Antisocial behavior; Family relationships; Pregnancies</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Number of program slots available</td>
<td>Number and percent of program youth completing program requirements</td>
</tr>
<tr>
<td></td>
<td>Number and percent of program youth satisfied with program</td>
</tr>
</tbody>
</table>

Other State Measures:
(1) Implementation of Title V prevention programs, and other prevention programs funded with Formula Grant funds, and expansion to additional communities;
(2) Implementation of comprehensive school programs in schools/communities;
(3) Decrease in school discipline problems, substance abuse, and in delinquent offenses in communities throughout New Mexico;
(4) Increase in average daily school attendance;
(5) Increase in the number of school graduates.

VII. STATE ADVISORY GROUP ALLOCATION

PROBLEM STATEMENT

The juvenile justice system in New Mexico has diverse components and is constantly changing. Some components of the system are in the judicial branch of state government, some in the executive branch, others are housed in 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, Legislature, the CYFD, local government and others on juvenile justice policy. The state JJAC is the group which meets this need and which has statutory responsibility for implementation of the JJDP Act in New Mexico. The JJAC, with assistance from staff (the JJ Specialist), 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.

PROGRAM GOALS

- To improve juvenile justice systems by increasing compliance with the Core Requirements of the JJDP Act and increasing the availability and types of prevention and intervention programs.

- To improve the juvenile justice system in New Mexico by (1) developing policy recommendations on the functioning of the system and improvements which are needed; (2) enabling the state to participate in the JJDP Act, which provides support for improvements to the system; and (3) providing statewide collaborative planning in juvenile justice. Another goal is to assure the JJAC has the internal capability to implement its mission and goals, and to establish a group of JJAC members which
become the focal point to which all interested parties in the State of New Mexico come to when dealing with juvenile justice issues.

PROGRAM OBJECTIVES

The State Advisory Group objectives are to support both state and local prevention and intervention efforts and juvenile justice system improvements. Output and outcome objectives include:

- Improve planning and development;
- Improve program efficiency;
- Improve program quality;
- Improve the management of the state JJDP program; and
- Increase program support.

1. To develop recommendations for policy change and system improvements and system changes continually during the period 2012-15 through examination of the system and coordinated planning conducted by the JJAC. Pursuant to the enabling statute for the JJAC, Sec. 9-2A-16 NMSA 1978, the committee will carry out its statutory mandate to provide “assistance to the governor, the legislature, and entities created or funded pursuant to {the JJDP} act in developing new or improved approaches, policies or legislation designed to improve juvenile justice in New Mexico”. The committee will also carry out its mandate under the JJDP Act to advise the governor, legislature and judiciary.

2. To make further improvements to the system and provide financial and technical support to programs during the period 2012-15 by participating in the JJDP Act.

3. To conduct on-going training for all members.

4. To maintain an organizational structure that will enable JJAC to carry out its goals.

5. To establish an on-going strategic planning process by participation of each subcommittee in the planning process.

6. To develop a schedule that provides for JJAC and subcommittee meetings as needed.

7. To maintain a range of mechanisms for carrying out JJAC activities (e.g., public hearings, strategic planning).

8. To provide information and procedures that enable JJAC to manage itself, such as quarterly budget reports, and appropriate bylaws.

9. To promote greater collaboration among all entities and agencies involved with juvenile justice at both the state and local levels, and in specific communities.

10. To promote the development of improved data collection and analysis systems, and improve coordination among the various data systems.
**ACTIVITIES AND SERVICES PLANNED**

**Who will implement:**
The JJAC will develop the recommendations for improvement and carry out its responsibility as designated in the JJDP Act and the New Mexico statutes. The JJAC has organized itself into several subcommittees, and each one is responsible for developing a work plan to carry out its activities within the framework of the JJAC goals and objectives. The current subcommittees are: Training/Technical Assistance; DMC; Gender Specific; Native American; Outcomes Measures/Data Integration; Youth. The New Mexico SAG has three youth members. They have set as a goal to meet in different communities to visit juvenile detention facilities and juvenile reintegration centers. The purpose of these visits is to better understand the workings of these facilities, to make observations as to improvements, and to have one-on-one discussions with detainees.

**When/Where:**
Continually during the period FY 2012-15.

**Services to be Provided:**
The Committee will examine the existing system, make recommendations and reports for improved approaches, policies/ legislation. The JJAC will also develop plans for coordination among the components of the system, and serve as the state advisory group and supervisory board on juvenile justice to comply with the requirements of the JJDP Act and the New Mexico statutes. This will include monitoring proposed legislation and agency policies that may affect the State’s compliance with the JJDP Act.

**Who will benefit:**
The entire juvenile justice system in New Mexico will benefit from improvements, and the juveniles and their families who are handled by the system will ultimately benefit.

**Target Population:**
Juvenile offenders and those juveniles at high risk of entering the juvenile justice system.

**PERFORMANCE MEASURES**
State Advisory Group (SAG) Allocation

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of grants funded with Formula Grant funds.</td>
<td>Number and percent of plan recommendations implemented.</td>
</tr>
<tr>
<td>Number of SAG committee meetings held.</td>
<td>Number of Formula Grant funded programs sustained after three years.</td>
</tr>
<tr>
<td>Number of SAG committee and sub-committee meetings held.</td>
<td>Number and percent of SAG members who show increased knowledge of their program areas.</td>
</tr>
<tr>
<td>Number and percent of SAG members trained.</td>
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<td>------------------------------------------</td>
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<tr>
<td>Number of grant applications reviewed and commented on.</td>
<td></td>
</tr>
<tr>
<td><strong>Number and percent of programs using evidence based models.</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of SAG allocation used.</td>
<td></td>
</tr>
<tr>
<td><strong>Annual report submitted to the Governor.</strong></td>
<td></td>
</tr>
</tbody>
</table>

Other State Measures:
(1) Continued participation of New Mexico in the JJDP Act.
(2) Number of recommendations made by JJAC to the governor, legislature, and other agencies/entities, and degree to which they are implemented.
(3) Number of programs supported financially by JJAC, and impact of these programs on individual juveniles and on the operation of the system.

VIII. PLANNING AND ADMINISTRATION

PROBLEM STATEMENT

New Mexico's juvenile justice system is very diverse, with many components in the various branches of state government, local government and the private sector. There is a need for coordinated planning and research to stimulate improvement in the system. Participation in the JJDP Act can also facilitate improvements in the state's juvenile justice system, and participation in the Act creates the need for administration of the JJDP program and management of the federal funds.

PROGRAM GOALS

- To improve juvenile justice systems by increasing compliance with the Core Requirements of the JJDP Act and increasing the availability and types of prevention and intervention programs.

- To improve the juvenile justice system in New Mexico through planning, coordination, and participation in the JJDP Act.
PROGRAM OBJECTIVES

The planning and administration objectives are to support both state and local prevention and intervention efforts and juvenile justice system improvements. Output and outcome objectives include:

- Increase organizational capacity;
- Improve planning and development;
- Improve program quality;
- Improve monitoring of compliance;
- Improve planning and administration;
- Improve the management of the state JJDP program; and
- Improve program efficiency.

1. To conduct comprehensive, system wide juvenile justice planning and coordination during the period 2012-15 through support of the juvenile justice planning function in the CYFD.
2. To continue participation in the JJDP Act during the period 2012-15 by supporting the JJDP planning and administration function in the CYFD.

ACTIVITIES AND SERVICES PLANNED

Who will implement:
The JJAC will conduct system-wide planning and coordination. The CYFD and JJAC will administer the JJDP program and funds.

When/Where:
Continually during the period 2012-15

Services to be provided:
Juvenile justice data will be reviewed, system performance examined, and a comprehensive juvenile justice plan will be developed annually. Certain systems analysis projects will be undertaken. Coordination among the various system components will take place by working closely with other agencies, task forces and committees involved in juvenile justice. To continue participation in the JJDP Act, the GMS Performance Reports, Detention Compliance Monitoring Report and Formula Grant Application will be submitted annually, as well as all other required reports, including financial and audit reports. The system of grant management and financial administration will be continued.

Who will benefit:
The juvenile justice system as a whole, as well as many of the individual components, will benefit. If system improvements result, conditions for juveniles may improve, as will their processing through the system.

Target Population:
The CYFD, the SAG, and juveniles at high risk of referral to the juvenile justice system or juveniles already referred to the system.
**PERFORMANCE MEASURES**

**Planning and Administration**

*Bold* indicates mandatory measures

| Formula Grant funds awarded for planning and administration. | Number and percent of programs funded directly in line with three-year plan. |
| Number of SAG committee and subcommittee meetings staffed. | Percent change in technically acceptable proposals received. |
| Number of planning activities conducted. | **Average time from receipt of sub-grant application to date of award.** |

| Number of full time employees funded with Formula Grant dollars. | Number and percent of Formula Grant programs evaluated. |
| Number of sub-grants awarded. | Number of Formula Grant funded programs sustained after three years. |
| Number and percent of programs funded using evidence-based models. | Number of sub-grantee technical assistance events held. |
| Number of requests for proposal developed that support programming identified in the plan. | Number of programs monitored. |
| Number of sub-grantee technical assistance events held. | Number of full time employees funded with Formula Grant dollars. |

**Other State Measures:**

1. Continued participation of New Mexico in the JJDP Act;
2. Compliance with all federal requirements regarding the JJDP program;
3. Degree to which system-wide planning and coordination are carried out, and extent to which system improvements result;
4. Degrees to which monitoring and evaluation of programs and projects funded by JJAC/CYFD are carried out.
5. Time taken to process grant awards and contracts through the state government process.