



State of New Mexico
**Children, Youth and
Families Department**

Juvenile Justice Advisory Committee

RETREAT REPORT

- October 21-22, 2013
- Albuquerque, NM

CONVENER

Juvenile Justice Advisory
Committee

FACILITATOR

New Mexico First

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INTRODUCTION

The Juvenile Justice Advisory Committee (JJAC) convened a two-day retreat on October 21-22, 2013. Attended by twenty-three participants and three observers, the event included JJAC members, New Mexico Children, Youth and Families Department (NM CYFD) staff, Juvenile Justice Board members, and Juvenile Justice Continuum Coordinators. The goals of the retreat included:

- Ensure JJAC is working to advance the direction of the NM CYFD, the New Mexico Children’s Code, and the U.S. Juvenile Justice and Delinquency Prevention Act (JJDP).
- Develop a shared sense of understanding, involvement, and commitment among JJAC members.
- Ensure ownership of the JJAC role and purpose.
- Review the federal and state funding situation and develop recommendations to improve the funding process.
- Review the JJAC Strategic Plan and update strategic work plans.
- Review the subcommittee structure, identify accomplishments, and develop recommendations to improve and re-energize the subcommittees.
- Develop a legislative action plan.
- Outline member preferences for an annual meeting schedule.

Prior to the Retreat

JJAC members were very interested in the views of members from the juvenile justice community regarding the needs of New Mexico youth and the role of JJAC. Prior to the retreat, 68 electronic surveys were distributed to JJAC members, the Juvenile Justice Board Chairs, and the Juvenile Justice Continuum Coordinators around the state. The 35 responses, including all JJAC members, informed the agenda and discussions during the retreat. A summary of the survey results can be found in the appendix

During the Retreat

The event opened with a keynote speaker, NM CYFD Cabinet Secretary Yolanda Berumen-Deines who outlined the department’s direction, priorities, and expectations for the future. Participants also benefited from a presentation by Tamera Marcantel, NM CYFD Special Programs Manager, on the recent reorganization and updates on the revised grant application process and data collection system. Participants then progressed through a series of facilitated discussions in order to assess outcomes for the previous year and develop concrete plans for moving forward.

About the Convener

The event was convened by the Juvenile Justice Advisory Committee, an advisory organization that provides assistance, counsel, and suggested activities to the Governor, the Legislature, and the NM CYFD on all juvenile justice matters. The JJAC advocates for the prevention of delinquency, alternatives to secure detention, improvement of the juvenile justice system, and the development of a continuum of graduated sanctions for juveniles in local communities. The JJAC also allocates federal and state grant funds to juvenile justice continuums in various New Mexico communities for these purposes. JJAC members are appointed by the Governor.

About the Facilitator

New Mexico First engages people in important issues facing their state or community. Co-founded in 1986 by retired U.S. Senators Jeff Bingaman and Pete Domenici, the public policy organization offers unique town halls and forums that bring together people to develop their best ideas for policymakers and the public. New Mexico First also produces nonpartisan public policy reports on critical issues facing the state. These reports – on topics like education, healthcare, the economy, and energy – are available at www.nmfirst.org.

Results Summary

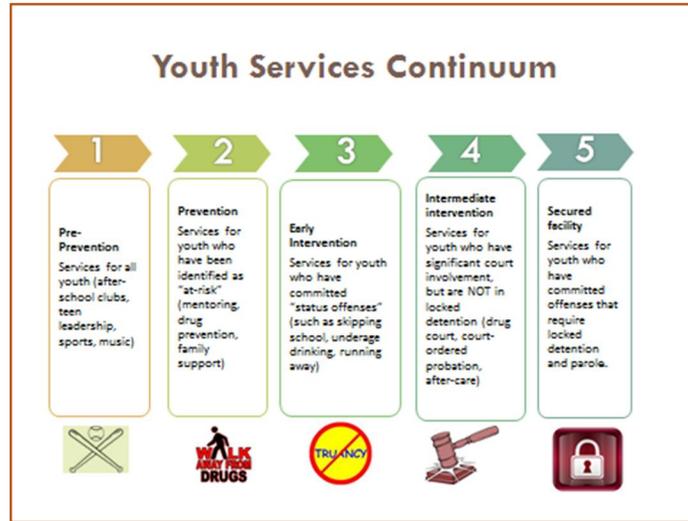
JJAC members were able to accomplish several key results at the retreat that will be important to achieving their advisory and advocacy role for the adjudicated and at-risk youth of New Mexico.

- Clarified key issues that define the JJAC role
- Prioritized the needs of youth
- Outlined the JJAC strengths, weaknesses, opportunities, and threats
- Realigned the JJAC committee structure
- Documented the JJAC strategic work plan for the year
- Determined JJAC legislative priorities
- Determined preferences for the JJAC meeting schedule

The following report provides details on the results listed above.

JUVENILE JUSTICE YOUTH ISSUES

JJAC is just one of the organizations that provide services for youth in New Mexico. Youth service providers include many types of organizations such as schools, businesses, government institutions, community groups, faith-based organizations, and nonprofits. Each organization typically offers programs to address the needs of a specific youth population or within a defined range. A continuum of services that address various youth populations is outlined below.



The juvenile justice target population is defined by federal and state statute. This definition directs how federal and state juvenile justice grant funds can be used. Committee and staff members were asked about their understanding of the juvenile justice target population as defined by statute. Most committee members (65%) viewed all at-risk youth as part of the target population. This view is more expansive than the population defined by statute. Others (29%), viewed youth arrested or referred to juvenile probation and parole as the target population. This population is too narrowly defined. Below is the juvenile justice target population defined by statute.

JJAC Target Population

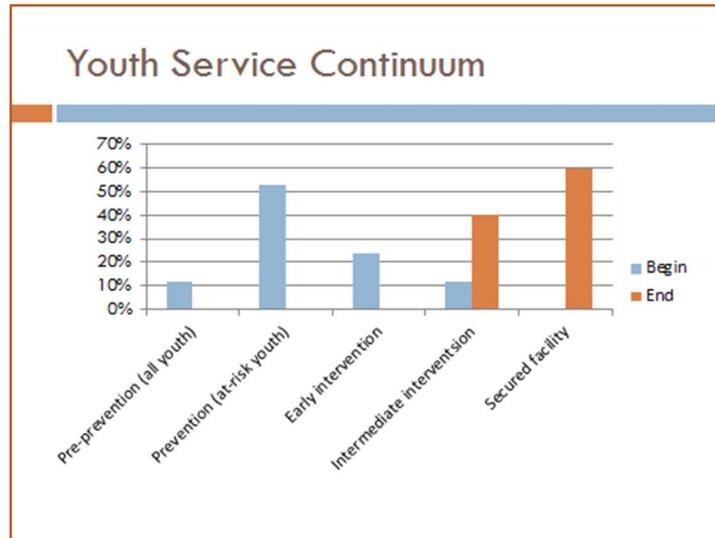
- **Answer according to statute:**
 - JJAC defines our target population as: youth arrested or referred to juvenile probation and parole, or those at risk of such referral. "At-risk of such referral" is defined as a youth who demonstrated behaviors that – if repeated – will make her/him eligible for a referral to juvenile probation and parole.

Committee members also reviewed how the Juvenile Justice Continuum Grant Fund can be used, according to statute.

JJ Continuum Grant Fund Uses

- **According to statute:**
 - Cost effective services that have previously been demonstrated through research or evaluation to be effective for the JJAC target population.
 - Temporary, nonsecure alternatives to detention.

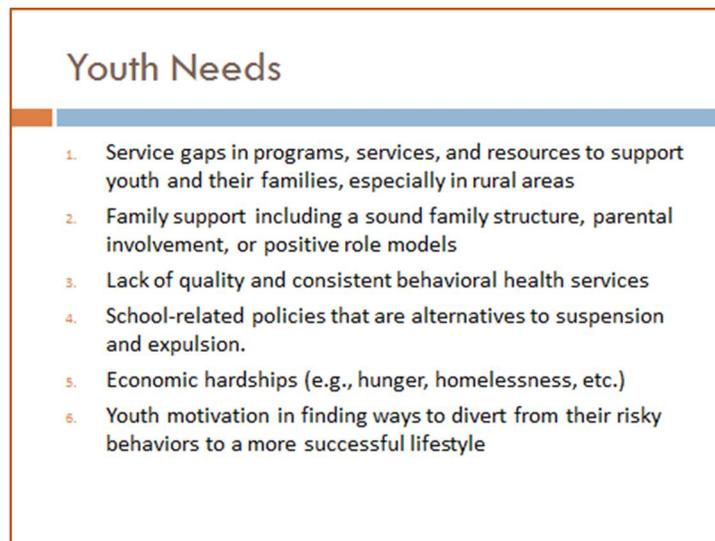
Using the Youth Services Continuum described on the previous page, JJAC members were asked to identify the point the committee should begin and end juvenile justice investments for New Mexico youth. The diagram below indicates members’ interpretation of statute requirements that govern the target population and the use of the Juvenile Justice Continuum Grant Fund. According to a strict interpretation of the statute, investments in juvenile justice youth services could begin at the early intervention stage and continue through detention in a secured facility.



The distinction of when investments in juvenile justice youth services should begin and end is important, especially since the needs of youth are great and funding is limited. Given the strong desire for prevention as a core strategy, there is a tendency to expand the range of juvenile justice services to all at-risk youth or even to all youth.

An additional factor in funding youth services is the requirement to support cost effective services that have previously been demonstrated through research or evaluation to be effective for the JJAC target population. Some communities already have evidence-based programs available for youth and some, especially more rural communities, do not. This reality also has to be weighed when JJAC reviews grant application proposals and makes funding recommendations to NM CYFD for approval.

Prior to the retreat, juvenile justice stakeholders identified several urgent needs of New Mexico youth through the survey. During the opening session of the retreat, board members were asked to rank order these needs. These needs informed the committee's discussions throughout the retreat.



Youth Needs

1. Service gaps in programs, services, and resources to support youth and their families, especially in rural areas
2. Family support including a sound family structure, parental involvement, or positive role models
3. Lack of quality and consistent behavioral health services
4. School-related policies that are alternatives to suspension and expulsion.
5. Economic hardships (e.g., hunger, homelessness, etc.)
6. Youth motivation in finding ways to divert from their risky behaviors to a more successful lifestyle

Given adequate funding, it is possible that evidence-based programs to address all or most of these needs can be supported within the framework and priorities of NM CYFD, of which juvenile justice is just one part of a continuum of service. The challenge for JJAC is to demonstrate accountability and effectiveness in supporting and expanding youth services that are in compliance with their target population and the required uses for grant funds.

JJAC ROLE AND OPERATIONS

In preparation for a review of the JJAC Subcommittee Structure and the JJAC Strategic Work Plan, committee and staff members responded to a series of questions. There was a very good level of knowledge and understanding regarding the committee's governance, role, and funding sources. However, there was less confidence in understanding the grant review process and the role of the current subcommittees.

What existing documents govern our work?

The committee is governed by federal regulations, state statute, state code, state agency contract, and bylaws. (100% answered correctly)

I feel confident that I understand the role of JJAC.

The role of JJAC is described in a number of sources, including federal and state statute, NM CYFD, and the JJAC bylaws. (89% expressed confidence)

Key aspects of the JJAC role are summarized below:

1. Advise NM CYFD, the Governor, and the Legislature.
2. Advocate for prevention of delinquency, alternatives to secure detention, improvement of the juvenile justice system, and development of a continuum of graduated sanctions for juveniles in local communities.
3. Allocate federal grants and the state juvenile continuum grand fund to communities in New Mexico for purposes listed above.
4. Provide any other function or activity requested under the U.S. JJDP Act and by various governmental bodies.
5. Submit annual recommendations.
6. Develop, review, approve, or modify the NM juvenile justice plan (Section 223 of JJDP Act).
7. Receive, review, and approve/disapprove applications for JJDP funds.
8. Advise NM CYFD secretary, local governments, and others on juvenile justice matters.
9. Review progress/accomplishments of JJDP funded projects.
10. Seek regular input from juveniles currently under the jurisdiction of the juvenile justice system.

Does JJAC have a strategic plan?

Yes, the committee developed the plan in 2012. The plan identifies four key action areas: 1) Develop an understanding of Disproportionate Minority Contact (DMC) and develop interventions to address it; 2) Ensure access to the juvenile justice system for Native American youth; 3) Strengthen and expand the role of the continuums in meeting the needs of the youth and families in New Mexico; 4) Provide effective and timely training and technical assistance to juvenile justice professionals in New Mexico. (100% answered correctly)

Who funds our work?

According to NM CYFD, JJAC is funded by federal and state funds. (85% answered correctly)

I feel confident I understand the Juvenile Justice Continuum Grant Fund process and uses.

According to statute, the grant fund is created in the New Mexico treasury and administered by NM CYFD. Money in the fund is subject to appropriation by the New Mexico legislature. The funds can be used for cost effective services that have previously been demonstrated through research or evaluation to be effective for the JJAC target population, as well as, for temporary, nonsecure alternatives to detention. (38% expressed confidence)

The funding process includes the following steps:

1. NM CYFD and JJAC establish priorities.
2. NM CYFD issues requests for proposals.
3. Local or tribal governments apply for a grant to a juvenile justice continuum within its jurisdiction. The amount of a grant cannot exceed 60% of the annual cost of the continuum. The local match of 40% can be money, land, equipment, or in-kind services.
4. JJAC evaluates all grant applications and submits applications recommended for approval to the NM CYFD secretary who makes the final decision.
5. Finally, grant fund recipients enter into a formal contract with NM CYFD.

I feel confident I understand the role of the JJAC Subcommittees.

During the past fiscal year, JJAC supported seven subcommittees: Grant Review, Youth, Outcome Measures/Data Integration, Disproportionate Minority Contact (DMC), Native American, Gender Specific, and Training and Technical Assistance. However, only three of the subcommittees were active during the year. Accomplishments for the other subcommittees were achieved either by the subcommittee chair or by NM CYFD staff members. It is not surprising that only 48% of the JJAC members expressed confidence in understanding the role of the subcommittees.

According to a JJAC document, the role of the JJAC subcommittees is to:

1. Advise and recommend to JJAC on the subject matter of the subcommittee.
2. Be familiar with federal U.S. JJDP Act, NM Children’s Code, and U.S. OJJDP regulations and guidelines regarding their subject matter.
3. Recommend state and local practice/policy changes for JJAC consideration.
4. Review national research on their subject area and recommend best practices and evidence-based practices and programs for possible support by JJAC and others.
5. Semi-annually review the JJAC Three-year Plan and Key Action Areas for recommended revisions to JJAC and ensure Priority Program Areas meet goals, objectives, and activities.
6. Review and request reports from continuum sites in their subject area (sites submit one comprehensive report to JJAC).
7. Review need for training and technical assistance in their area and recommend to Training and Technical Assistance Subcommittee.
8. Meet at least quarterly between JJAC meetings, record actions taken (using subcommittee worksheet), email to JJAC chair and staff, and report at JJAC meetings.
9. Review requests for funding from continuum sites and other applicants with regard to their subject matter, and make recommendations to JJAC.

JJAC STRATEGIC SWOT ANALYSIS

During the retreat, JJAC members reviewed the strengths and challenges outlined in the JJAC Survey Summary (refer to Appendix A for more detail). The views of JJAC members were very consistent with the views of other survey respondents. The strengths, weaknesses, opportunities, and threats below were selected by JJAC members as priorities to address in the next fiscal year.

SWOT	HELPFUL (to JJAC objectives)	HARMFUL (to JJAC objectives)
INTERNAL (within JJAC)	<p>Strengths</p> <ol style="list-style-type: none"> 1. Experienced and diverse group of professionals who exhibit authentic, empathetic concern for at-risk and adjudicated youth and are dedicated to being part of the solution. 2. Support for continuum sites and programs by assessing the needs of New Mexico youth and local communities throughout the state and expanding the continuums. 3. Data-driven decisions to utilize available funds throughout the state in supporting evidence-based practices for the largest impact. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Member knowledge and alignment with juvenile justice system requirements and parameters that can drive decisions (e.g., bylaws, subcommittee roles, state and federal guidelines, etc.) 2. Coordination of operations among NM CYFD, JJAC, and the juvenile justice continuum sites (e.g., timely communication of timelines, meeting deadlines, etc.) 3. Standardized outcome measurement data to support decisions (e.g., historical data, consistent content and format of reports, etc.) 4. Rigorous accountability for youth participation and funding compliance
EXTERNAL (outside JJAC)	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Directly observe and then showcase the continuum sites that are working well (e.g., Curry County). 2. Adopt and advocate for all recommendations in HJM 21 to keep legislators educated about the work of JJAC and the continuum sites. 3. Role model youth involvement at the state level, and help continuum sites develop their own youth committee. 4. Provide more training for JJAC members with continuum board members, coordinators, and service providers in order to deepen understanding of local priorities. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Limits to community resources and existing structures that impact funding sources and range of programs and services available to youth and families. 2. Continuity and efficiency in state processes which impact timely funding to continuum sites (e.g., governor appointments to JJAC, contracting process, timely communication to JJAC and continuum sites, etc.). 3. Disconnects between state guidelines and local realities (e.g., restrictions in giving funding to one provider, but sometimes, there is only one provider in rural communities; desire for participation from youth involved in the juvenile justice system and requirements for background checks that restrict their involvement; etc.).

JJAC STRATEGIC WORK PLAN FY13-14

Improvement Focus

There were several areas identified in the JJAC Survey Summary where JJAC could make adjustments to be more impactful as juvenile justice advisors and advocates. During the retreat JJAC members made additional recommendations for improvement. The following provides a focus for the next fiscal year:

1. Alignment and cooperation between JJAC and NM CYFD, especially in clearly defining the roles and responsibilities of both NM CYFD-JJAC in relation to the continuum sites, in presenting JJAC funding recommendations, and in being an advocate for improving the request for proposal/contracting process.
2. JJAC's internal operations, especially strengthening subcommittee member participation/accomplishments and the efficiency of the grant review process.
3. JJAC's strategic planning and implementation processes, especially understanding local needs, evaluating what is working across the state, defining strategic priorities, and setting funding priorities accordingly.
4. Use of data to provide appropriate and consistent checks and balances in order to hold continuum sites accountable.
5. Outreach and funding needed to establish programs for underserved youth in tribal and rural communities.

Subcommittees

To address these improvement areas, JJAC members chose to reorganize the subcommittee structure. Going forward, standing subcommittees include:

1. Executive Subcommittee
2. Grant Review Subcommittee
3. Youth Subcommittee

Liaison Committees

JJAC members chose to form the following committees to collaborate with NY CYFD on specific issues or projects that benefit the juvenile justice continuums. These committees may continue from year-to-year or may disband when their work is complete.

1. Data & Accountability Liaison Committee
2. Native American Liaison Committee
3. Disproportionate Minority Contact (DMC) Liaison Committee

Strategic Work Plans

Following are work plans for each committee. As a whole, they define the role of JJAC. These plans are structured to:

1. Document long-lasting strategic goals and annual objectives that are realistic and can be measured.
2. Give clear direction to committee members, including new members, but allow for creativity in how to accomplish each strategic goal and annual objective.
3. Simplify the annual review and revision process.
4. Document the annual accomplishments of each committee.

Executive Subcommittee

Members: JJAC Chair, JJAC Vice-chair, JJAC Subcommittee chairs, NM CYFD Special Programs Director, NM CYFD JJ staff member, one member should have gender-specific knowledge and expertise.

Updated
October 22, 2013



= Met objective



= Partly met objective
or on hold



= Did not meet
objective

Strategic Goal(s)	Annual Objectives/Success Measures	FY13-14 Status/Outcomes
Maintain a well-functioning process for JJAC operations.	Manage a timely nominating process to recruit new JJAC members, as needed.	
	Develop and distribute an annual meeting schedule to JJAC members, appropriate NM CYFD staff, JJB Chairs, and JJ Continuum Coordinators.	
	Vet advance information and agenda for each meeting.	
	Review strategic work plan and update annually.	
	Review bylaws annually and update, as needed.	
Manage JJAC Legislative Agenda.	Educate JJAC members on the legislative process annually.	
	Develop the JJAC “story” annually and include continuum funding and proposed changes to the NM Children’s Code, as needed.	
	Schedule appropriate interim legislative committee meetings to tell the JJAC “story” annually.	

Grant Review Subcommittee

Members: Arturo Naegelin, Richard Lindahl, Ron Lucero, Sasha Pellerin, Todd Heisey, one member should have gender-specific knowledge and expertise.

Updated
October 22, 2013



= Met objective



= Partly met objective
or on hold



= Did not meet
objective

Strategic Goal(s)	Annual Objectives/Success Measures	FY13-14 Status/Outcomes
Maintain a streamlined process for review of JJAC Continuum grant applications.	Consult with NM CYFD to develop a grant review and contract process timeline annually.	
	Develop a JJAC Continuum grant application review plan annually (i.e., weighted scale that complies with grant use requirements, evidence-based programs and services, etc.).	
	Review JJAC Continuum grant applications and develop approval recommendations within # days of receipt.	
Recommend for approval those JJAC Continuum grant applications that best reflect state and federal regulations and priorities.	Review state and federal funding regulations and priorities annually.	
	Comply with established JJAC Continuum grant application review plan when making approval recommendations.	

Youth Subcommittee

Members: Alma Cortez, Amy Orlando, Erica Padilla, John Richmond, youth members and adult partners from around the state, one member should have gender-specific knowledge and expertise.

Updated
October 22, 2013



= Met objective



= Partly met objective
or on hold



= Did not meet
objective

Strategic Goal(s)	Annual Objectives/Success Measures	FY13-14 Status/Outcomes
Strengthen youth representation and participation in JJAC and local JJ Boards.	Convene JJAC Youth Subcommittee meetings monthly at a time that is best for youth member participation.	
	Contact continuums quarterly in order to stay up-to-date on the needs of youth members.	
	Convene a JJAC Youth Retreat annually in order to build youth leadership skills.	
	Maintain a New Mexico JJAC Facebook page to keep youth informed of events and activities and monitor number of youth who access the site.	
	Monitor the number of youth who participate in JJAC and JJB meetings, JJAC Youth Subcommittee meetings, and JJAC Youth Retreat.	
	Recommend youth who express an interest in participating to JJAC and local JJ Boards.	

Data & Accountability Liaison Committee

Members: Amber Parker, Doug Mitchell, Linda Kennedy, Ron Lucero, Todd Heisey

Updated
October 22, 2013



= Met objective



= Partly met objective
or on hold



= Did not meet
objective

Strategic Goal(s)	Annual Objectives/Success Measures	FY13-14 Status/Outcomes
Collaborate with NM CYFD staff in order to ensure uniform statewide and local outcome data to measure effectiveness of funded programs.	Confer with NM CYFD to develop a timeline for developing and implementing the SARA project at JJ Continuum sites.	
	Maintain monthly contact with NM CYFD data development team and monitor progress of the SARA project work plan at JJ Continuum sites.	
	Monitor implementation of SARA project at JJ Continuum sites to gather feedback from sites related to capacity and troubleshoot problem areas.	
	Ensure training is facilitated by NM CYFD with all JJ Continuum Coordinators and supplement with one-on-one training, as needed.	
	Review outcome data reports periodically and submit recommendations for improvement to JJAC and NM CYFD.	

Native American Liaison Committee

Members: Helen Cheromiah, Michelle Rael, Wilson Quintana

Updated
October 22, 2013



= Met objective



= Partly met objective
or on hold



= Did not meet
objective

Strategic Goal(s)	Annual Objectives/Success Measures	FY13-14 Status/Outcomes
Collaborate with NM CYFD staff in order to ensure access to juvenile justice services for Native American youth.	Identify needs of Native American youth annually in 5 tribal communities and submit recommendations for improvement to JJAC and the appropriate JJ Continuum sites.	
	Present range of JJAC services annually to 5 tribal government leaders.	
	Identify the sources of reliable data on Native American youth who are currently in the juvenile justice system or are at-risk, over the course of the next 3 years.	
	Convene orientation meetings, as needed, between a tribal community and the appropriate JJ Continuum site in that area.	
	Convene orientation meetings, as needed, between a tribal community and the behavioral health collaborative in that area.	
	Provide advice and make recommendations to NM CYFD on any Native American matters, when called upon to do so.	

DMC Liaison Committee

Members: JJAC member, NM CYFD DMC Coordinator, JJ Continuum site representatives

Updated
October 22, 2013



= Met objective



= Partly met objective
or on hold



= Did not meet
objective

Strategic Goal(s)	Annual Objectives/Success Measures	FY13-14 Status/Outcomes
Collaborate with NM CYFD staff (and any other state agency advisory board tracking DMC data) in order to ensure compliance with federal requirements and demonstrate progress.	Identify available DMC data from all NM CYFD and JJ Continuum sites annually.	
	Review previous quarterly and annual DMC reports submitted by JJAC annually.	
	Research juvenile justice DMC best practices annually and make funding priority recommendations to JJAC Grant Review Subcommittee.	
	Review JJAC funded practices and programs and report DMC progress to JJAC and NM CYFD annually.	
	Advocate for replication of successful DMC practices and programs and modification or elimination of unsuccessful ones annually.	

JJAC LEGISLATIVE AGENDA

JJAC members discussed the House Memorial 21 Task Force Recommendations (2012) and determined the role of JJAC in supporting the recommendations during the 2014 and 2015 Legislative Session

HM21 Recommendations	JJAC Role
<p>Introduce legislation that would require minimum training and certification of School Resource Officers (SRO) for all NM School Resource Officers.</p>	<p>The JJAC Executive Subcommittee will determine what steps are needed to support this recommendation, which can be lead by NY CYFD during the 2015 Legislative session. JJAC members suggested that appropriate members from the NM Public Education Department (NMPED) be invited to a future JJAC meeting to discuss how this recommendation can be moved forward.</p>
<p>Introduce legislation that would standardize guidelines for enforcement of school infractions that are consistent statewide.</p>	<p>JJAC members believed that it is more appropriate for NMPED to take the lead on this recommendation with support from NM CYFD.</p>
<p>Introduce legislation that would revise the use of zero tolerance policies.</p>	<p>JJAC members believed that it is more appropriate for NMPED to take the lead on this recommendation with support from NM CYFD.</p>
<p>Various funding recommendations include:</p> <ul style="list-style-type: none"> • Reinstate the funding for the Family and Youth Resources Fund (22---2D---5 NMSA). • Reinstate funding for the Juvenile Continuum Grant Fund (9---2A---14.1) for the provision of cost-effective services especially in rural areas. • Support the funding of the Family and Youth Resources Fund (22---2D---5 NMSA). • Support the funding for the Juvenile Continuum Grant Fund (9---2A---14.1) for the provision of cost-effective services especially in rural areas. • Support the funding and implementation of screening and immediate interventions in school-based health centers so youth’s needs are properly met and their development is sufficiently supported. • Support the funding of the NMGTF to further their efforts with community-based programs. 	<p>JJAC members decided to take no action on these funding recommendations during the 2014 Legislative session, but would support the \$2.6 million budget request which will be submitted by NM CYFD.</p> <p>A plan for supporting these specific funding goals can be developed for the 2015 Legislative session.</p>

HM21 Recommendations	JJAC Role
<p>Administrative/Programmatic recommendations include:</p> <ul style="list-style-type: none"> • Develop an intake screening process for first time offenders who present high behavioral health needs. • Provide Children’s Court Judges with community supervision alternatives that include strong behavioral health components. • Continue local county/city-wide meetings with behavioral health service providers and OptumHealth. • Develop a user-friendly process that will help families and youth more easily obtain access to behavioral health services • Provide training and resources to better equip the tribes to deal with new juvenile justice issues coming into the pueblos and reservations, such as juvenile gangs and new drugs. 	<p>JJAC members decided to review each of these recommendations in future committee meetings and determine if action should be taken during the 2015 Legislative session.</p>

JJAC MEETING SCHEDULE PREFERENCES

During the retreat, JJAC members were polled on their preferences regarding an annual meeting schedule.

JJAC Meeting Requirements

- As needed, but not less than quarterly
- In various parts of the state
- Member can designate an alternate (if on a regular basis, alternate should attend regularly)
- Member/alternate absent for two consecutive meetings can be removed upon recommendation from JJAC Chair to NM Governor

JJAC Meeting Preferences

Frequency

Most members preferred that JJAC meet quarterly, with ad hoc meetings scheduled as needed. Once the NM CYFD timeline for the grant application review process is established for each year, this may result in meeting every other month for a part of each year.

Days of the Week and Timeframe

Thursday was the most preferred day for meetings. Wednesdays and Fridays were also possible for most members. Meetings have traditionally been scheduled from 10:00-4:00. A meeting timeframe from 9:00-3:00 was also seen as feasible, depending on the location of a meeting.

Locations

JJAC is required to hold meetings throughout the state. This practice would facilitate a suggestion that some time be devoted at each meeting to visit with local JJ Continuum board members and service providers to learn more about the needs of local youth and the progress being made at the continuum site

Location preferences (in rank order) for four regions of the state include:

Northeast Region	Southeast Region	Southwest Region	Northwest Region
1. Santa Fe	1. Chaves County	1. Las Cruces	1. Valencia County
2. Taos	2. Lincoln County	2. Grant County	2. McKinley County
3. San Miguel County	3. Socorro	3. Luna & Hidalgo	3. Cibola County
4. Curry County	4. Lea County	Counties	4. Rio Arriba County
5. Raton			5. Sandoval County
6. Torrance County			6. Los Alamos County
			7. Bernalillo County

APPENDIX A: JJAC SURVEY SUMMARY

Introduction

Prior to the retreat, the Juvenile Justice Advisory Committee (JJAC) was interested in seeking feedback from key stakeholders within the juvenile justice system. An electronic survey was submitted to JJAC members, as well as chairs of the Juvenile Justice Boards (JJB) and Juvenile Justice Continuum Coordinators throughout the state. A total of 68 surveys were distributed. Thirty-five people responded including:

- 17 JJAC members
- 5 JJB chairs
- 13 JJ continuum coordinators

Survey participants were asked to respond to the following questions:

1. What do you believe are the most urgent issues facing at-risk and adjudicated youth in New Mexico?
2. What do you believe are the greatest strengths of the Juvenile Justice Advisory Committee?
3. What do you believe are the biggest challenges facing the Juvenile Justice Advisory Committee?
4. How effective is the JJAC in making a difference in the juvenile justice system?

Below is a summary of the most frequently mentioned issues across all three groups of respondents. This feedback was used to structure the October 21-22, 2013 retreat agenda and discussions. The survey results also informed JJAC members as they revised their committee operations and strategic work plan for the coming year.

Most Urgent Issues Facing New Mexico Youth

Survey respondents outlined seven issues that impacted at-risk and adjudicated youth throughout the state. JJAC members considered the following issues as they reviewed their strategic work plan during the retreat.

Service Gaps

Survey respondents in all three groups believed the most urgent issue facing at-risk and adjudicated youth in New Mexico is the lack of programs, services, and resources to support these youth and their families. This is especially acute in rural areas of the state. Metropolitan areas have access to many needed services, but access to programs, services, and resources are particularly lacking in smaller, rural communities and remote areas.

There are limited free or low-cost programs offered to families to address challenging pre-adolescent and adolescent behavior outside of programs available to youth already involved in the juvenile justice system. Schools do not have the resources to intervene with all youth who need help. Communities also do not have adequate resources to offer free or low-cost programs for youth.

The most frequently mentioned gaps include:

- Prevention, diversion, and early intervention programs
- Behavioral health treatment, both substance abuse and mental/emotional health
- Alternatives to detention and incarceration
- Resiliency programs
- Vocational instruction
- Job skills training

- Education assistance
- Parenting classes
- Life skills education
- Literacy programs
- Wrap-around services
- Community-based, transition services and programs for released offenders

Family support

The breakdown and disruption of families was also mentioned by all three groups as contributing to youth challenges. The lack of a sound family structure, parental involvement, or positive role models can impact youth motivation. A history of family trauma, neglect, or abuse can lead to at-risk behavior.

Behavioral health

In addition, all three groups mentioned that many at-risk and adjudicated youth suffer from lack of quality and consistent behavioral health services. The easy availability of alcohol, drugs, and new synthetic substances is an urgent issue for youth throughout the state. Meaningful interventions to prevent early-age onset of abuse and addiction are lacking. Youth also suffer from mental and emotional health challenges which can lead to depression and suicide.

Youth motivation

Respondents in two of the groups mentioned the difficulty some youth have in finding ways to divert from their risky behaviors to a more successful lifestyle. A perceived lack of support and opportunity for education and jobs can contribute to behaviors that lead to recidivism (e.g., gangs or gang-related activity). A few survey respondents believed the juvenile justice system can set unreasonable expectations, which results in youth being trapped in the system when they cannot meet those expectations.

School-related policies

Respondents from two groups mentioned the need for schools to create policies that are alternatives to suspension and expulsion. Out-of-school suspension places youth in the community with no supervision and concurrently denies youth access to social and academic education. This policy can be a risk factor for delinquent behavior. In addition, many youth find re-entering school difficult. Youth missing a year or more of school due to long-term suspension find it difficult to catch up and can ultimately drop out of school.

Economic hardships

Some survey respondents also mentioned the difficulties that result from poverty (e.g., hunger, homelessness, etc.) that place youth at risk.

Funding

A lack of continued and adequate funding at the state level for continuum activities was also mentioned by two groups as a factor affecting at-risk and adjudicated youth. A few respondents also mentioned the need for state leaders to learn more about the needs of youth and service providers in the various regions of the state before making important decisions. Partial or piecemeal funding can limit the impact of even the most cost-effective means of reducing risky behavior in youth.

Juvenile Justice Advisory Committee Strengths

Those who responded to the survey were exceptionally aligned in their impressions of the strengths of the JJAC. The following are three important strengths the committee can build upon to increase its impact on the juvenile justice system in New Mexico.

Talented and diverse group of professionals

Survey respondents in all three groups complimented the expertise and dedication of the JJAC members. They believed members exhibited authentic, empathetic concern for at-risk and adjudicated youth and were dedicated to being part of the solution. Membership of the committee was also seen as diverse in background, age, experience, philosophy, and perspectives. The committee also represents key stakeholder groups including youth who have been adjudicated, community members, and those who are juvenile justice professionals. Support by knowledgeable and experienced long-term staff was also seen as a significant strength.

Support for continuum sites and programs

The JJAC was seen by survey respondents in all three groups as willing to assess the needs of New Mexico youth and local communities throughout the state and expand the juvenile justice continuums. The committee has engaged community members in forming a juvenile justice board, deciding what is best for youth and families, and supporting needed programs. JJAC members have been instrumental in identifying successful programs and best practices around the state. The committee sets goals and objectives with the local continuums and strives to be an effective liaison between the NM Children, Youth and Families Department (NM CYFD) and local continuums.

Data-driven decisions

Respondents in two groups believed the JJAC was effective in collecting and analyzing data to inform its funding decisions and to make program improvements. JJAC members' utilization of available funds throughout the state in supporting evidence-based practices for the largest impact was seen as a strength.

Juvenile Justice Advisory Committee Challenges

Survey respondents also outlined several areas where the JJAC could make adjustments in order for its members to be more impactful as juvenile justice advisors and advocates.

JJAC operations

All three groups saw opportunities for the JJAC to improve its internal operations. Suggestions for improvement include:

- Set an annual schedule for the required, quarterly meetings that is timed to address key JJAC outcomes (e.g., funding cycle).
- Conduct periodical orientations so that all committee members have the same critical information.
- Enforce bylaws in regards to attendance at both JJAC and subcommittee meetings.
- Provide continuity and consistency in overseeing the continuum sites.
- Improve the effectiveness of the subcommittees (i.e., meet regularly, discuss issues and make recommendations, then present recommendations to the Executive Committee for decision).
- Set expectations for consistent participation and results from subcommittees (i.e., purpose, goals, action plans, meeting schedule, etc.).

NM CYFD-JJAC alignment and cooperation

Survey respondents in all three groups asked for stronger alignment and cooperation between NM CYFD and JJAC in order to efficiently fulfill JJAC's purpose. Specific suggestions include:

- JJAC members need to understand the direction of NM CYFD in order to ensure the work of JJAC is in alignment.
- JJAC needs to be an advocate with NM CYFD to improve the request for proposal and contracting process. Delays in the current process limit the number of service delivery days communities can offer (e.g., four to seven weeks of service delivery time lost in FY13).
- More cooperation is needed from NM CYFD regarding both the process for presenting JJAC recommendations and the timing of NM CYFD's ratification of the recommendations. The decision-making process needs to be more timely and efficient.
- JJAC should be allowed to confer with the continuum sites in order to bring a community voice to the NM CYFD program planning and budget processes.
- JJAC should be charged by NM CYFD to help establish an equal partnership between the continuum sites and their local school systems and juvenile probation offices.
- The roles and responsibilities of both NM CYFD-JJAC, in relation to the continuum sites, should be more clearly defined and communicated. The continuum coordinators are receiving mixed messages about the compliance requirements for each entity.

Funding security

All three groups were concerned about funding security, especially as funding from the federal government declines. In addition, survey respondents emphasized the need to utilize current funding in the most efficient and effective ways to ensure long-lasting impact. Funding sustainability is important to maintaining gains in serving at-risk and adjudicated youth and expanding the juvenile justice continuum model to all counties in the state. Erratic funding cycles and unforeseen changes in the behavioral health system at the state level were seen as critical disruptions in serving youth.

Rural services

Respondents also saw the need to ensure that all youth, especially those in rural areas, have resources available to them. More outreach and funding are needed to establish programs in these areas.

Strategic planning and implementation

One group mentioned the need for JJAC to be more strategic in the committee's planning and implementation processes. Several respondents in that group offered a number of specific recommendations, including the following:

- Clarify the scope of work for the JJAC in terms of advice and where the advice should be directed (i.e., NM CYFD versus the juvenile justice continuum sites).
- Streamline funding processes and the data collection/reporting process.
- Continue to periodically meet with local JJBs and service providers to develop goals and strategies.
- Demonstrate understanding of the local needs of youth throughout the state.

- Evaluate what is working across the state, define strategic priorities, and set funding priorities accordingly. For example, the first priority should always be direct services to youth and families as opposed to conferences, resource fairs, displays, etc.
- Proposals for innovative new programs should fall within a set of established strategic priorities.
- Be open to the viewpoint that what may work in a large city may not be appropriate for smaller communities and rural areas.

Consistent data policies

One group of survey respondents also had very specific recommendations to improve JJAC's ability to influence data policies, including:

- Provide appropriate checks and balances in order to hold juvenile justice continuum sites accountable.
- Develop consistent measures for continuum sites.
- Consistently evaluate continuum results against stated objectives.
- Develop an adequate understanding of the programs that are currently funded in order to improve JJAC's advocacy at the state level.
- Explore data on the results of additional state and national programs that could be incorporated into the juvenile justice system.

Juvenile Justice Advisory Committee Effectiveness

Survey respondents also rated their perceived effectiveness of JJAC. Of the 35 respondents, seven rated JJAC as highly effective, 20 rated JJAC as moderately effective, and eight rated JJAC as having limited effectiveness. In numerical terms JJAC received an effectiveness score of 2.0 out of 3.

Conclusion

The JJAC committee appreciates receiving the survey respondents' comments and suggestions. The results of the survey were taken into consideration during the October 21-22, 2013 JJAC Retreat.

APPENDIX B: GRANT REVIEW

SUBCOMMITTEE RECOMMEDATIONS

JJAC members reviewed important issues that would help the subcommittee ensure the grant application review process is more effective and efficient.

1. **Subcommittee Member Qualifications**
 - a. Diversity in skill set and culture
 - b. Urban and rural area representation
 - c. Expert knowledge in DMC, gender-specific, and Native American needs
 - d. Non-voting NM CYFD representation
 - e. Adequate number of members to review the number of applications received
 - f. Include members with previous grant review experience and include new members to build experience
2. **Subcommittee Member Orientation**
 - a. Clarify the grant review timeline and process
 - b. Clarify the programs and services that can be funded through the Juvenile Justice Continuum Grant Fund
 - c. Clarify funding priorities
3. **Subcommittee Grant Review Preparation**
 - a. Schedule adequate time to review the number of grant applications expected
 - b. Schedule adequate time in advance of reviewing the grant applications to study the continuum quarterly progress reports
 - c. Build time into the schedule for subcommittee members and NM CYFD staff to address questions regarding the process and the grant applications
 - d. Build time into the schedule for each subcommittee member to review all applications to ensure consistency in scoring
 - e. Schedule time throughout the year to visit each site or provide an opportunity for grant applicants to provide input regarding their successes and plans during the grant application review process
4. **Subcommittee Review Process**
 - a. Plan subcommittee meeting schedule that conforms to the NM CYFD grant review/contracting process
 - b. Establish funding priorities
 - c. Establish criteria and weighted scoring for review of applications
 - d. Determine how differences among continuum sites can be fairly weighted (e.g., existing versus new continuums, urban communities versus rural communities which often have limited access to service providers, etc.)
5. **CYFG Administrative Support**
 - a. Distribute the grant application template to subcommittee members
 - b. Inform subcommittee members of the required attachments to a grant application
 - c. Distribute continuum site performance history, ensuring compliance with the procurement code
 - d. Provide electronic access to grant applications/attachments and performance history, or provide printed copies of this information to subcommittee members

APPENDIX C: ATTENDEES

Special Guest

Secretary Yolanda Berumen-Deines
NM CYFD
Santa Fe

Participants

Alma Cortez
JJAC
Las Cruces

Amy Orlando
JJAC
Las Cruces

Angie Schneider-Cook
JJAC
Ruidoso

Arturo Naegelin
NM CYFD
Santa Fe

David Schmidt
JJAC
Albuquerque

Deborah Bogosian
JJAC
Edgewood

Douglas Mitchell
JJAC
Albuquerque

Erica Padilla
NM CYFD
Santa Fe

Freddie Romero
JJAC
Roswell

Helen Cheromiah
JJAC
Roswell

John Richmond
JJAC
Deming

Linda Kennedy
NM CYFD
Santa Fe

Monica Garcia
JJAC
Albuquerque

Nick Costales
NM CYFD
Albuquerque

Ron Lucero
JJAC
Albuquerque

Richard Lindahl
JJAC
Santa Fe

Sandra Stewart
NM CYFD
Roswell

Sasha Pellerin
JJAC
Albuquerque

Sharon Stover, Chair
JJAC
Los Alamos

Tamera Marcantel
NM CYFD
Albuquerque

Todd Heisey
JJAC
Albuquerque

Wilson Quintana
JJAC
Kewa/Santo Domingo

Observers

Alan Kirk
Los Alamos

Amber Parker
Las Cruces

Michele Rael
Sandoval County