



Montano Education/Evaluation Consulting

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INTRODUCTION AND COUNTY DEMOGRAPHICS

I will complete this section ahead of time.....

Youth Substance Use/Misuse in Valencia County – High School and Middle School:

I will complete this section ahead of time too.

Youth Mental Health Measures in Valencia County- High School and Middle School:

I will complete this section ahead of time too.

Measures for Behaviors Associated With Violence Among Youth – High School and Middle School:

I will complete this section ahead of time too.

Illegal Drug Use Outcomes Among Youth In Valencia County – High School and Middle School:

I will complete this section ahead of time too.

Measures for Tobacco Use Among Youth – High School and Middle School:

I will complete this section ahead of time too.

LGBTQ Data for Behaviors Associated With Violence, Mental Health Outcomes, and Substance Use/Misuse Outcomes:

I will complete this section ahead of time too (if available. May be available for statewide but not County).

The Core Measures identified in the contract between _____ County will be addressed through the implementation of the Strategic Plan’s goals and objectives, strategies, and activities. They will be measured through an evaluation process by an external evaluator in FY25 (only if you have one). These measures include data that will track substance use/misuse, behaviors associated with violence, mental health outcomes, youth offences when entering the juvenile justice system, alcohol related outcomes for 18+ individuals, perception of the legal consequences for breaking alcohol laws, client/youth demographics, self-efficacy and/or resiliency factors including life skills acquired through

the implementation of the direct services offered by _____, and other risk factors outlined in the needs assessment (Only if this is true.....we will have to talk about what services you offer at the DWI Program (treatment, prevention, etc).

There are _____ school districts in _____ County: Total enrollment in the _____ districts is _____ students. _____% of the students attending _____ Consolidated Schools are receiving free or reduced free lunches while _____% are doing the same in _____ Public Schools (NM Kids Count 2021). _____% of students are habitually truant - missing more than 10 days in a school year (increased since COVID-19 – both school districts). The dropout rate is at _____ (2022 _____ County Education Attainment Report).

(I would write what is specific to your county here. This is Valencia County's demographic information. Common to other rural communities in New Mexico, _____ County's extremely rural nature and impoverished status results in service gaps in basic health care for many reasons: some relate to difficulties recruiting health providers because of low pay scales in the region, location of clinics in only more densely populated areas, lack of insurance by a large percent of families, and great geographic distances from schools, grocery stores, clinics, and community centers. Much of the county is considered a food desert, because of the lack of fresh and healthy food alternatives. In addition to these basic services, prevention capacity and access to existing service capacity is low for similar reasons.

The development of a Strategic Plan is vital to the implementation of prevention work in _____ County. It helps to define the direction in which the agency must travel, and aids in establishing realistic objectives and goals that are in line with the vision. It increases operational efficacy among leadership, and it instills a shared sense of responsibility among program staff and board membership.

The _____ County Juvenile Justice Continuum Board's (VCJCB) Strategic Plan was originally developed in FY _____ and was reviewed and revised beginning _____, by the _____, staff and by the Evaluation team members. Each person who participated in this process contributed to its revision and offered their unique and diverse knowledge, skills, expertise, and experiences to the process. The meeting on _____, was facilitated by Concha Montaña, Montaña Education and Evaluation Consulting. Editing and support for the written narrative was offered by Lori Montoya, Statistician/Epidemiologist, Montaña Education and Evaluation Consulting. _____, Los Alamos County Program Coordinator, and _____ participated in the review and revision of the FY25 Strategic Plan. This document will be presented to the Los Alamos DWI Planning Council for implementation of its goals and objectives in FY25-FY28 and will be finalized upon their review.

The FY25 Comprehensive Needs Assessment was completed, and the program staff and the evaluation team relied on its most current data/assessments, current archival data, and other documents to guide the process and to focus the planning activities. The Strategic Plan will be reviewed and updated annually (Don't know if you have one, but we can do a short version to attach to this plan. My Needs Assessments are usually 20-30 pages long, but we can do summaries of the data for you).

An environmental assessment was conducted by outlining thoughts and ideas through a **PEST** analysis (**p**olitical/legal, **e**conomic, **s**ocial, and **t**echnology/trends) and a **SWOT** analysis (**s**trengths, **w**eaknesses/barriers, **o**pportunities, and **t**hreats). The information within this report will be presented to the board membership and they will have an opportunity to review and provide feedback for possible revisions to this plan if needed. The environmental assessment and the 2023 Needs Assessment Summary helped the group determine the trends in the community and within _____ that may impact the group’s success and/or barriers in achieving the identified goals. It also identified implications that the trends may have on their accomplishments and/or failures. The environmental analysis process helped pinpoint _____ current strengths and challenges and opportunities that it is likely to face over the next three years. This procedure facilitated a context for establishing priority of needs and developing goals, objectives, and activities. A list of the _____ County DWI Planning Council membership is attached in Appendix A of this report. The FY25 _____ County Needs Assessment Summary is attached in **Appendix B** and the _____ County DWI Planning Council staff planning agenda is included in Appendix C.

STRATEGIC PLAN PROCESS

An understanding of the external and internal environment was vital for the development and updating of the Strategic Plan process as it was important for the group to identify gaps in service and the group’s capacity to address the needs before forming strategies for implementation in the Plan. The environmental scan called the **Political/Legal, Economic, Social and Trends/Technology (PEST)** was reviewed. These analyses will create a framework to determine if the goals and objectives are in line with the group’s vision and mission. The **PEST** analysis describes the external environmental factors that may impact the work that the VCJCB will outline for the upcoming three years.

The group also reviewed the internal assessment **SWOT (Strengths, Weaknesses/Barriers, Opportunities and Threats Analysis)**. This process evaluates the characteristics that give the VCJCB an advantage over others. It also determines the characteristics that place it at a disadvantage relative to others. The elements that the project could use to its advantage are outlined as well as factors in the environment that could cause trouble for the group in accomplishing its goals and objectives.

Program staff and the evaluation team reviewed the mission and vision and the VCJCB’s purpose to remind them of the factors they need to consider when prioritizing strategies for the development of the Strategic Plan.

_____ County Dwi Planning Council's Purpose

The purpose of the Board is to: This is Valencia's County so we will have to do your county's here.

- Advise, plan, and coordinate juvenile justice efforts among the various agencies and service providers working with youth in Valencia County.
- Collaborate with the appropriate agencies designated by the Bernalillo County Commission and the City of Albuquerque to address juvenile justice issues that span and affect youth in both Bernalillo and Valencia Counties.
- Foster the creation and expansion of programs that pursue and obtain funding from state, federal and other sources for the purposes of preventing and reducing juvenile delinquency; gang affiliation and involvement; suicide; homicide; teen pregnancy; tobacco; alcohol and substance abuse; poverty; social and physical isolation; violence against themselves, others or property; school drop-out and truancy; mental health issues; dysfunctional families issues; and other social and economic conditions affecting youth.
- Foster the creation and expansion of programs, services and activities that increase the protective factors for children and youth.
- Develop a plan that encompasses all available prevention, intervention, and treatment strategies to reduce risk factors and to increase protective factors.
- Develop a plan that encourages the involvement and interaction of youth, parents, schools, and the community regarding strategies designed to reduce risk factors and to increase protective factors.

Vision and Mission Statements

Program staff and the evaluation team reviewed the vision and mission statements as well as the guiding principles to confirm that they correspond to the work that the VCJCB is doing and to ensure that they will still relate to the goals and objectives that were developed during the strategic planning process.

Vision Statement:

Mission Statement:

County Core Guiding Principles

To help program staff and the JJCB manage daily business, operate more effectively, and set standards for behavior and positive attitudes within the workplace, JJCC has established guiding principles that shape the culture of the work environment and ensures employee understanding of organizational values. The following are the Core Guiding Principles established by the JJCB. The Guiding Principles are important because they can help in decision-making and daily operations.

- 1.
- 2.
- 3.

Roles and Responsibilities as Defined In By-Laws

To accomplish the _____ Purpose, the DWI Planning Council will:

1. .
2. .
3. .
4. .

Organizational Structure: Sub-Committees

_____Subcommittees Descriptions: The following subcommittees have been formed to plan and respond to needs in specific topical areas. All subcommittees collaborate with the same mission, vision, and guiding principles. The purpose of these groups is to promote continued collaboration among various entities that comprise the VCJJC as well as others within the community. Members partner with one another in an effort to fill in the gaps that may exist in providing services, resources, and processes with the juvenile justice system. **EXAMPLES ONLY-You may not have any subcommittees.**

- **Tribal Subcommittee** – Tribal subcommittee meets jointly with Local Collaborative 16. This committee’s role is to identify and advocate for meeting the needs within the tribal communities.
- **Juvenile Detention Alternatives Initiative (JDAI)/Case Processing Subcommittee** – Efforts of this committee are concentrated in reducing time frames for cases involving juveniles and with firming up processes already in place.
- **Data Outcomes Subcommittee** –This subcommittee identifies County wide data that will help determine communitywide change. They will identify how data will be used for future planning and how it will be shared with people interested in the information including the funding agent.
- **Youth Subcommittee** - The youth members in this committee participate in many youth events that raise awareness on many issues including Substance Abuse, Tobacco Prevention, Suicide, Physical Health, and Living a Healthy Lifestyle. They also assist in the planning of many community events.

**Political/Legal, Economic, Social, Technology/Trends Analysis
Trends and Implications**

<p>Political</p> <p>Legal</p>	<p>Trends: <i>All of these are examples. We will create your own list here</i></p> <ul style="list-style-type: none">• Legislative support• Buy-In <p>Implications:</p> <ul style="list-style-type: none">• Board direction• Leadership direction
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<p>Economic</p>	<p>Trends:</p> <ul style="list-style-type: none">• Urbanization• Poverty in the County <p>Implications:</p> <ul style="list-style-type: none">• Disconnect• More tax \$ (how spent and alcohol/tobacco)
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<p>Social</p>	<p>Trends:</p> <ul style="list-style-type: none"> • Mental health needs among youth • Alternatives to detention <p>Implications:</p> <ul style="list-style-type: none"> • Lack of resources (local • Less kids in detention. ¾ of youth receiving appropriate services because staff are trained •
<p>Trends/Patterns</p>	<p>Trends:</p> <ul style="list-style-type: none"> • Marketing and promoting (benefits) • Facebook/Social Media • Change in technology usage/device <p>Implications:</p> <ul style="list-style-type: none"> • More support • More funding
<p>Technology</p>	

Strengths, Weakness/Barriers, Opportunities and Threats (SWOT) Analysis

Strengths:

- The involvement of youth in the JJACB and their strong leadership
- Collaboration among JJACB membership and their commitment to the goals and objectives of the Continuum (local tribal government, district attorney's office, children's court, public defender's office, _____Valencia County, law enforcement, and personnel from the local school districts including _____ Schools, _____ Schools, _____ Schools, and _____ Schools.

Weakness/Barriers:

- Poverty and limited transportation
- High rate of substance abuse including illegal drug use and marijuana
- disorders among the LGBTQ+ community and limited resources to address this need
-

Opportunities

- Marketing and educating the community about the services being offered through _____-County and H2 Academic Solutions
- Leveraging services and funding
- Leveraging board strengths, talents, and diversity
- Increase in youth involvement in community events and planning
-

Threats

- Funding/restrictions to use of funds
- Community involvement (businesses, LE) needed
- Political support

Program staff and the evaluation team reviewed the strategies currently being implemented by this grant, reviewed grant requirements, and determined what the grant identifies as non-negotiable activities for funding in FY24. The **PEST** and **SWOT** analysis were considered for looking at other possible strategies that his funding may support. The following outlines the prioritization process and the Strategic Plan in its completion.

Review of Initiatives/Activities Required By The Grant

Possible Strategies for Collaboration: **THESE HAVE TO COINCIDE WITH YOUR SCOPE OF WORK (Goals and Objectives....If you do not have goals and objectives, we will have to create them.**

Non-Negotiable and Part of the Scope of Work with CYFD:

- Data Reporting
- Direct Service Initiatives: Botvin Life Skills

Activities That May Be Helpful In Promoting the Los Lunas DWI Program Scope of Work in FY25:

- Increase collaboration and coordination including training: Increase membership including youth.
- Youth involvement.
-

Three-Year NM DWI Affiliate Strategic Plan

We will have to explain how and why the Strategic Plan was developed and who was involved. EXAPLE: The Three-Year Strategic Plan was reviewed by program staff and the evaluation team in response to the important issues identified through the FY23 Needs Assessment, the **PEST** and **SWOT** environmental scan/analysis. Successful implementation of the strategic plan will result in increased support and implementation of current services, increased development of new and innovative strategies and services, increased collaborative opportunities and initiatives, creation, expansion, and promotion for ETC< ETC<

The following Matrix's outline the completed strategic Plan. Goals, objectives, indicators, and strategies are identified for each priority. Deadlines, person(s) responsible for each activity and desired outcomes are also identified.

COUNTY DWI PROGRAM STRATEGIC PLAN: EVIDENCE-BASED PROGRAMS

Priority: Direct Service Initiatives: Evidence-Based Programs including Boys and Young Men’s Council, Girls Circle, and Botvin Life Skills.			
Goal 1:			
Objective 1:			
<p>Process Indicator(s)/Measures: THESE ARE EXAMPLES FOR DIRECT SERVICE< BUT WE WILL DOCUMENT YOUR PROGRAMS SOW ITEMS HERE</p> <ul style="list-style-type: none"> • Youth demographics • Number of referrals and number of students completing programs • 			
Activities	Person(s) Responsible	Date	Desired Outcomes Evaluation Tool: Strategies for Success Modules A and D
1.			<p>Short Term: Increase resiliency/protective factors, social support, (cooperation and communication, self-efficacy, empathy, problem solving, self-awareness, and goals and aspirations) and increase academic success by 5% by June 30, 2024.</p> <p>Reduce recidivism and divert youth from further involvement in the juvenile justice system through early intervention and assessment by June 30, 2024.</p> <p>Long Term: Reduce substance use/abuse, juvenile delinquency, truancy, behaviors associated with violence, mental health indicators such as suicidal ideation, school suspension, and other risky behaviors among youth participating in evidence-based programs by 5% by June 30, 2026.</p>
2.			
3.			

Priority:			
Goal 1:			
Objective 1:			
Indicator(s)/Measures:			
Activities	Person(s) Responsible	Date	Desired Outcomes
1.			<p>Short Term: Increase resiliency/protective factors (cooperation and communication, self-efficacy, empathy, problem solving, self-awareness, and goals and aspirations) by 5% by June 30, 2024.</p>
2.			<p>Long Term: Reduce mental health (depression, anxiety, trauma, self-harm, irrational thoughts) and/or substance use issues by 5% by June 30, 2026.</p> <p>Increase the youth's functioning in school, home, family life, peer relationships, community behaviors (delinquency), and health issues among youth participating in evidence-based programs by 5% by June 30, 2026.</p>

Priority: Collaboration and Coordination

Goal 3: Valencia County Juvenile Justice Advisory Board will collaborate and coordinate within the community to include “at Risk” youth. The Board will support identified youth through prevention and intervention programs.

Objective 1: Increase and sustain Board attendance and participation at meetings by 5% by October 2024.

- Indicator(s)/Measures:
- Number of participants participating with and at SCJJAB
 - Internal and external assessment of the SCJJAB working relationships
 - Number of new and innovative programs created and supported by SCJJAB membership

Activities	Person(s) Responsible	Date	Desired Outcomes
1. Reach out to current board members who have not attended meetings in accordance with By-Laws and determine status for continued Board participation.	Program Staff	October 2024	<p>Short Term:</p> <ul style="list-style-type: none"> • Increase Community collaboration and coordination efforts. • Improve and enhance communication between collaborative partners. • Enhance and share leadership among community partners. • Improve decision making processes. <p>Long Term:</p> <ul style="list-style-type: none"> • Increase Community Support • Increased Leveraging of Services • Improved Community Networking • Increase Community Resources
2. If Board member is unable to participate, that member will be replaced and a new member will be recruited.	Program Staff	June 2024	
3. Recruit youth members.	Program Staff and Board Membership	On-Going	
4. Increase Subcommittee member participation at Board meetings.	Board Membership	On-Going	
5. Recruit local hospitals, business, agencies, law enforcement, youth, and other systems to participate in the process.	Board Membership	On-Going	

NEXT STEPS

- Revise Strategic Plan at yearly review
- Review the Strategic Plan with JJAB membership and solicit their feedback
- Make recommended changes to the Strategic Plan
- Recreate Sustainability Committee to ensure work gets done
- Review existing committees and determine if more need to be added based on need and/or delete a committee or committees that are not functional at this time

APPENDICES

- A. Local _____ County DWI Planning Council
- B. 2025 _____ County Needs Assessment Summary
- C. 2025 _____ County JJC Strategic Plan Agenda

**Appendix A: _____ County DWI Planning
Council Membership List**

**Appendix B: 2025 _____ County Needs
Assessment Summary**



CYFD Juvenile Justice Continuum FY23 Comprehensive Needs Assessment

Needs Assessment Reviewed and Edited By:

Needs Assessment Developed By:

Lori Montoya, Epidemiologist/Data Manager
Concha Montaña, Lead Epidemiologist/Lead Evaluator

Completed: June 30, 2023

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THIS IS WHAT I INCLUDE IN A NEEDS ASSESSMENT. THIS IS NOT INCLUDED IN THE \$1,500 I QUOTED YOU, BUT WE CAN DO A VERY SHORT VERSION OF YOUR COUNTY FOR YOU HERE.

Appendix C: Strategic Plan Agenda