

FY 2005 OJJDP Congressional Earmark Programs Short-term Family Based Care

Project Abstract

The proposed short-term family based care program will provide a five-day respite alternative to detention for youth who need to be removed from their home environment, but are not appropriate candidates for detention, and children temporarily removed from their homes during investigations of possible abuse or neglect. By training families to serve as temporary placement and brief intervention therapy providers, we will reduce the number of youth inappropriately referred to detention and the number of children inappropriately placed in emergency custody, keep youth in a familiarly structured and safe environment, avoid exposing youth to inappropriate peer contact, and free up detention resources for those youth who require them. Currently, youth who need to be removed from their home environment are often detained due to a lack of less-restrictive alternatives, exposing them to situations and peers who are non-conducive to a healthy resolution to the youth's situation, and increasing their risk of future offending and possible facility commitment. We propose to serve approximately 50 youth/month, at an average cost of \$500/youth (\$100/day/youth), 36% less than the average \$156/day currently spent to house youth in CYFD detention facilities.

Problems to be Addressed

Charged with the task of protecting vulnerable youth while at the same time enhancing public safety, personnel of the State of New Mexico's Children, Youth and Families Department (CYFD) Juvenile Justice and Protective Services Divisions (JJD, PSD) balance the needs of their clients against the needs of their community. This balancing act often results in certain subsets of the youth population being detained: delinquent youth whose risk for further delinquency is judged medium to low on the Risk Assessment Instrument used by the Department, but who for whatever reason cannot safely return home or to the community at that time; and youth who aren't at risk for delinquent acts, but who need to be removed from their home environment due to allegations of or risk for problems. Statewide, 48 out of every 100 youth who received a medium or low score on the RAI between April and December of 2004 are referred to detention on overrides. Detention is also regularly used as a form of protective custody for youth whose home environments are unsafe for them, although the youth is not delinquent and therefore under normal circumstances ineligible for detention.

Bernalillo County, at the forefront of New Mexico's detention alternatives program, has an average of 62 youth per month diverted to detention alternative programs such as the Community Custody Program (released under supervision with electronic monitoring), the Youth Reporting Center (a day-reporting center with scheduled activities for referred youth), and the New Day Shelter's Reception Assessment Center. Only 11% of referred youth with a low or medium Risk Assessment Instrument score – a population usually released to custodial adults – are detained through an override process due to mitigating circumstances, such as an absence or unwillingness of custodial adults to accept custody, or concerns about the youth's home environment. By comparison, the four counties to be targeted by this program – McKinley, Doña

Ana, Lea, and Chaves – issue detention overrides on low and medium risk assessment scores for circumstances not related to the index offense at a rate as high as 83% (McKinley).

The effectiveness of Bernalillo’s detention alternatives is also evident in the number of detained youth that would qualify for, and benefit from, the sort of short-term family-based care proposed: of the average monthly detention population, approximately one-third could be effectively and appropriately diverted to the proposed program. By comparison, the four counties where this program will initially be offered have detention populations of whom anywhere from 50% (Chaves County) to 70% (Lea County) could qualify for, and benefit from, this program.

The Juvenile Justice clients aren't the only youth that CYFD works with that can benefit from this service. The Protective Services Division is responsible for the health and safety of New Mexico's youth, and has the authority to take charge of those believed to be at risk for abuse or neglect from their family (natural, foster, or adoptive). The PSD also supports foster and adoptive families to ensure that fostered and adopted children are safe, secure, and stable in these settings. The four communities where this project will be piloted all have PSD client populations that could benefit from the services proposed, ranging from an average of 5 per month in Roswell and Hobbs to at least 10 per month in McKinley County. In McKinley, the population who could most use this service consists of those youth above 12 whose only shelter alternatives are Farmington (90 miles away) and Albuquerque (140 miles); and those brought in for a brief (a few hours) hold at the substance abuse crisis center who are transferred to McKinley's Protective Services' custody if the family is unable to pick up (and in the middle of Indian Country, as this is, that can be a frequent occurrence due to communication and transportation infrastructure gaps).

Alternatives to detention are desirable for a number of reasons, not the least of which is the fact that research clearly demonstrates that youth are vulnerable to peer group reinforcement of problem behavior, association with delinquent peers has been associated with a growth in problem behavior (Dishion, McCord, and Poulin, 1999), and that incarceration or detention can actually promote further delinquent behavior (Rust, 1999; Ross, Conger, and Armstrong, 2002). In addition, detention can be a traumatic experience. Trudy Festinger, whose 1983 book, *No one ever asked us... a postscript to foster care*, was based largely on interviews with one-time foster children about how their experience impacted them, reported that, "Changes in living arrangements are disruptive for a child" (pg. 53). If a shift from one domestic environment to another is disruptive, how much more so is the shift from domestic to detention? Because of these factors, in the case of protective custody detainees, the need for findings is accelerated in order to avoid exposing youth to inappropriate peer groups and environments for any longer than necessary. This accelerated schedule can result in less thorough investigations of the home situation, and possibly fail to identify problems there.

On a more practical level, community-based programs, especially those that can operate on an "as needed" basis, are more cost-efficient than facility-based models. For a facility, with its regular staff and guaranteed overhead costs, to be cost-effective, it must handle a specific minimum population, and in a state like New Mexico, where 52% of the population lives outside the urban centers, and almost 7% have limited or no access to transportation, the centralized services model that ensures a facility's cost-effectiveness means youth end up being removed from their community and their natural support network. By contracting families to provide family-based treatment foster care, overhead is kept to a minimum, and the youth is kept in their home environment and connected to their support network.

Currently, a variety of programs which offer some type of shelter program, family or transitional support, counseling or crisis intervention operate in the areas that this short-term family-based program is targeted at. The closest comparative program is Teambuilders, a longer-term shelter program operating in several southern counties, among them Lea. Primarily used by Protective Services – the 69 PS-referred clients from July 2001 to January 2005 stayed for an average of 28 days – the service is also available to Juvenile Justice (24 referrals, average stay of 36 days), and accepts referrals from families, therapists, and the schools. Of the 115 CYFD-involved clients and 39 non-involved clients during the four-year period mentioned above, the majority of them moved on to some type of foster care (62%) or returned home (31%), with a very few moving to a more restrictive situation (2% incarceration; 4% residential treatment; 1% acute care). Other providers offering services similar to the proposed program in the targeted areas are listed below.

Provider	Services Similar to Proposed Program	County
Alliance Behavioral Health Services	Treatment Foster Care	Doña Ana
Assurance Home	Long-term Therapeutic Group Home for severely abused/neglected children	Chaves
Battered Families Services, Inc.	Counseling, Crisis Intervention, Domestic Violence Shelter Care	McKinley
Childhaven	Shelter Care, Treatment Foster Care, Safehouse, Family Support	McKinley (located in Farmington, 90 miles away)
Christian Child Care Home	Emergency Crisis Shelter	McKinley
Counseling Associates, Inc.	Mid Level Family Preservation, Intensive Supervision, Case Management, Family Transitional Services	Chaves
Families & Youth Incorporated	Treatment Plan, Counseling, Crisis Intervention, Behavioral Health Respite Care, Shelter Care, Family Based Shelter Care, Intensive Supervision, Family Transitional Services, Mid Level Family Preservation, Respite Care, Support Groups	Doña Ana

Families & Youth Incorporated	Transitional Living Services	Chaves, Doña Ana
Family Crisis Center, Daybreak Center, Inc., Asdzeni, Navajo United Methodist Center	Case Management, Counseling, Crisis Intervention, Domestic Violence Shelter Care	McKinley
Grammy's House	Intensive Supervision, Case Management, Family Support Services, Family Transitional Services, Counseling, Crisis Intervention, Domestic Violence Shelter Care	Chaves
Guidance Center of Lea County, Inc	Transitional Living Services	Chaves
Guidance Center of Lea County, Inc.	Case Management, Counseling Crisis Intervention, Shelter Care	Lea
Guidance Center of Lea County, Inc.	Intensive Supervision, Case Management, Family Support Services, Financial Assistance, Family Transitional Services	Lea
Hogares, Inc.	Respite Care	McKinley
James Ranch (part of Assurance Home)	30-day emergency Shelter Care for ages 12-18	Chaves
La Casa, Inc.	Counseling, Crisis Intervention, Domestic Violence Shelter Care	Doña Ana
La Otra Puerta Emergency Shelter	Shelter Care, Case Management, Crisis Intervention, Counseling	McKinley (located in Santa Fe, 192 miles away)
Namaste Inc.	Long-term Treatment Foster Care	Chaves
New Mexico Solutions	Respite Care, Support Groups	Chaves, Lea
Raindancer Youth Services, Inc.	Treatment Foster Care	McKinley (located in Farmington, 90 miles away) Lea
San Juan County Partnership	Mid Level Family Preservation	McKinley

Teambuilders	Foster care, specialized and treatment	Lea
The Professional Assessment Center	Intensive Supervision, Family Support Services, Family Transitional Services	Doña Ana

Goals, Objectives, and Performance Measures

Detention reform has been a goal of the Children, Youth, and Families Department since its inception in 1992. The proposed program will advance those goals by providing detention alternatives for populations who don't need to be in the detention centers or similar secure facilities. By diverting this vulnerable population from detention, where exposure to inappropriate peer groups and environments have the potential to exacerbate delinquent tendencies, and by maintaining these youth securely in their community, we expect to see fewer overrides to detention, a lower recidivism rate with low- and medium-risk youth, greater stability and permanence in foster homes, and lowered rates of removal from natural, adoptive, and foster homes. By tracking the program's impact, we will be able to adjust the program's functionality to best address the target population's issue, as well as collecting information necessary to effectively and efficiently establish this program in other communities.

To track the program's progress, a number of data points will be tracked: number of youth referred to the program; number of youth with low- and medium-risk RAI scores who receive overrides to detention; number of youth who return to the system either through referrals for delinquent acts or Protective Services referrals. Collected and input on a per-client basis, the data will be aggregated both quarterly and annually, for regular progress reports and adjustment of program methodology. Data will be collected by both JJD and PS personnel and by the service provider, and aggregate reports will be provided by both the service provider and the

Department's FACTS units. JJD referral and detention numbers, and PS referral and removal data will be collected by JJD and PS personnel respectively, independent of program data and staff, and maintained in the FACTS system.

CYFD's database system, FACTS, is maintained on secure servers, with access limited to authorized personnel. All Department personnel who have access to the database, or access to aggregate reports or raw data, have undergone HIPAA training, which is documented in the personnel files. The service provider will be responsible for maintaining client data in a secure fashion, tracking access, and guaranteeing client's privacy as required by state and federal mandate.

In addition to the Risk Assessment Instrument, which is administered by JJS field personnel and reviewed by a central call center to determine what actions are appropriate for individual cases, other data-collection instruments will be developed and implemented as determined necessary by program evaluation needs and reporting requirements.

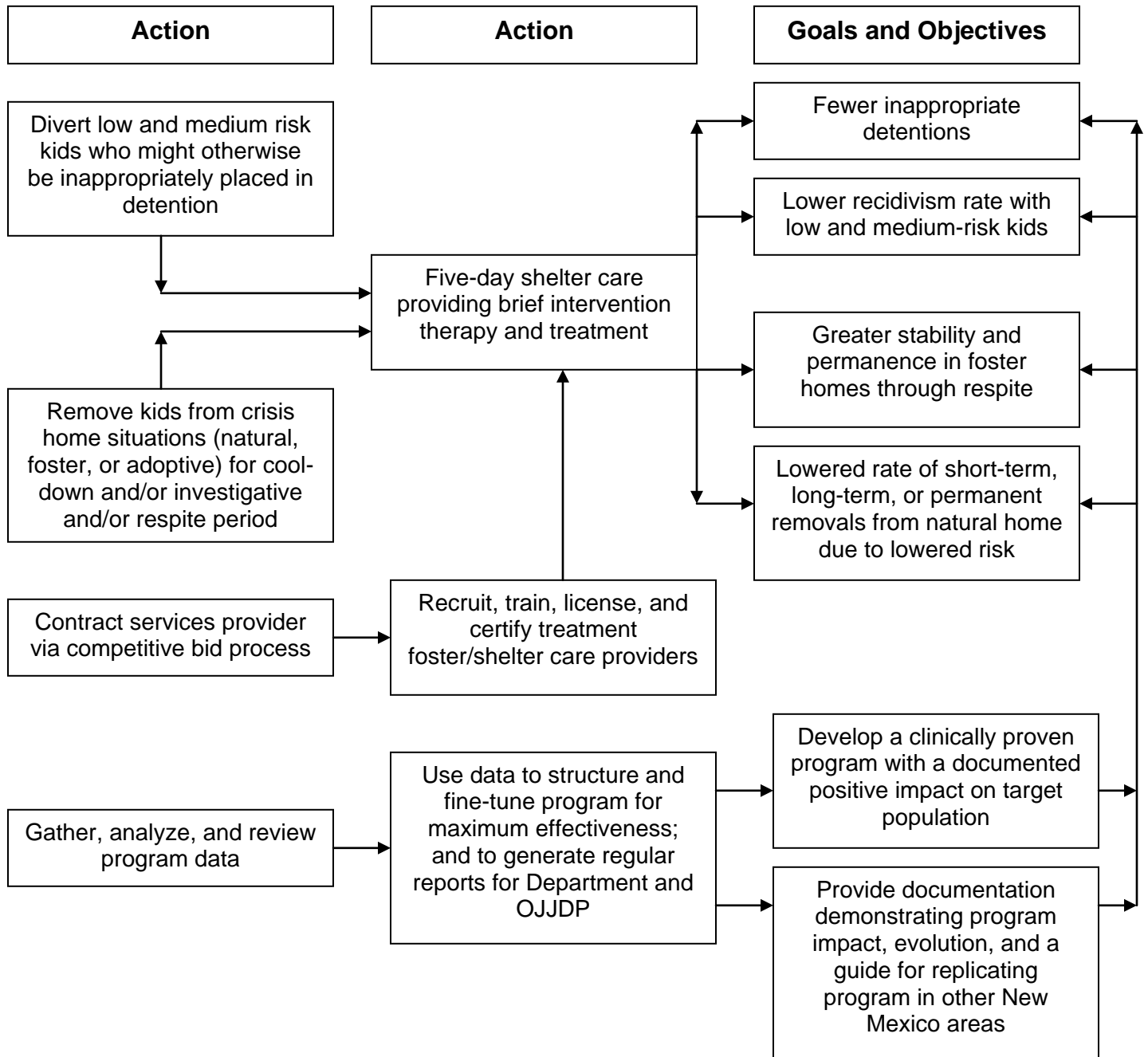
Project Design/Strategy

Once funding is secured, a service provider with a proven track record in providing foster care with a therapeutic component will be selected via a competitive bid process. This contractor will provide, at \$100 per client per day, services to up to 49 clients per month short-term (five-day) therapeutic family-based care for low- and medium-risk delinquent youth and Protective Services clients who cannot immediately return to, or have been temporarily removed from, their home; or foster children whose foster families would benefit from a brief respite. The \$100 per client per day, up to \$500 per client, is inclusive of all costs, including training and licensing homes and families to provide this short-term family-based care.

Program services will be offered in Hobbs (Lea County), Roswell (Chaves County), Las Cruces (Doña Ana County), and Gallup (McKinley County). All four counties – Lea, Doña Ana, McKinley, and Chaves – are or have been pilot sites for Annie E. Casey Foundation-funded detention alternatives such as electronic monitoring, day and weekend reporting centers, and first offender citation programs. Lea County also has access to long-term foster-care shelters managed by Teambuilders. Consequently, the four counties already have experience in working with detention alternative programs, providing an already existing support structure for this new program.

While the service provider is recruiting and training foster families, Juvenile Justice and Protective Services personnel in the four communities will be trained on identifying appropriate clients for this diversion, and processes for referring identified clients to the program will be established. By running these activities concurrently, Juvenile Justice and Protective Services will be in a position to refer clients to the program as soon as possible after training and licensure is complete, to take full advantage of the service.

Logic Model



Program Procedure

Youth enter the program through one of three ways ...	Once in the program, the youth spends up to five days in shelter foster care, where brief intervention therapy and treatment is available.	While the youth is in the program, one of the following is occurring ...	After a time period of up to five days, one of the following outcomes occurs...
1. Protective Services determines that removing the youth from his or her home is necessary for protection and safety.		Protective Services assesses if the youth can return safely to his/her home with no more than a low to moderate risk for future abuse/neglect.	If Protective Services determines that the home environment is safe for the youth to return home, with no more than low to moderate risk of youth being abused/neglected, then the youth is returned to his/her home.
2. Juvenile Justice Services assessment yields a low to medium score on the RAI, but determine that the youth, although inappropriate for detention, cannot be released at this time.		JJS reviews placement needs.	If Protective Services determines that returning the youth to his/her home would be unsafe, with a moderate to high risk for future abuse/neglect, Protective Services takes appropriate steps to secure youth's safety.
3. Foster or adoptive parents request a brief respite period and Protective Services agrees respite is appropriate to the situation.		Foster or adoptive family gets respite, enabling them to continue providing a stable living situation for the foster or adopted child.	If youth can be safely released after five days, youth is released as appropriate. If youth cannot be safely released, appropriate long-term arrangements are made.
			Youth returned to foster or adoptive home.

Although little research has been done concerning the specific efficacy of short-term diversion family-based programs (Teare, 2001) such as the one proposed here, the research that exists demonstrates that:

- (a) the foster family design has enough flexibility that, in the decades since their inception, “foster families have been an alternative to institutional placement of delinquents (Heard, 1990; Kagan, Reid, Roberts, & Silverman-Dollow, 1987), institutionalization for juvenile sex offenders (Lee & Olender, 1992), jail for young adult offenders ages 16 to 22 (Forrester, 1984; Field, 1992), a resource for drug offenders (Hazel, Schmeds, & Korshin, 1983), and an aftercare resource for very serious delinquents who required secure institutional care (Bullock, 1990)” (Galaway & Nutter, 1995), meaning that this design has the flexibility to make it appropriate for and capable of producing the desired outcomes;
- (b) the behavior of youth in home-based shelter care tends to improve (Hazel, 1989), which supports diverting youth from detention settings;
- (c) placing youth in short-term home-based shelter care tends to increase parental involvement in counseling services (Kagan et al., 1987), which helps develop a natural support network for the youth outside of the system, decreasing the chance that he or she will re-enter the system at a later date;
- (d) treatment services provided to youth in short-term shelter care greatly increases their future residential stability (Teare, 1999); and
- (e) children and youth in group (institutional or facility-based) care are more likely to return than children in family-based foster care: 34% for youth aged 6 to 12 placed in

group care, versus 23% in family-based foster care (Wulczyn, Hislop, & Goerge, 2001).

As research has also demonstrated that youth are vulnerable to peer group reinforcement of problem behavior, that association with delinquent peers is associated with a growth in problem behavior (Dishion, McCord, and Poulin, 1999), and that incarceration or detention can actually promote further delinquent behavior (Rust, 1999; Ross, Conger, and Armstrong, 2002), diverting youth for whom detention is inappropriate into a short-term family-based care where they will not be exposed to this particular peer group will logically result in a decreased chance of future detention or delinquency.

This program will also provide support for foster families through respite care. Studies have shown that foster families with a solid support structure, including access to respite care, provide more stability and permanence to foster children (Redding, Fried, and Britner, 2000).

Over the past few years, CYFD has been actively shifting from institutional-based to community-based services, and, due to the development and integration of successful diversion, prevention, and intervention community-based client services, has been able to scale back institutional costs and re-deploy positions and funding into the field. Consequently, once this program has been deployed and demonstrated successful, it too can be funded by a similar shift of monies not spent in the facilities. CYFD already funds shelter programs, and therapeutic foster-care is, depending on the client, eligible to access Medicaid funds.

This program will be supported by CYFD personnel at both the local and state levels. Juvenile Justice and Protective Services personnel will be actively involved in screening youth for possible program involvement and collecting and maintaining data external to the program;

the FACTS data units will track and aggregate client data relevant to the program for the purpose of regular reports and program updates; and contract grants manager Michelle George, in the Director's office, will monitor the program service provider for adherence to contract terms and fiscal propriety. JJD personnel resource allocation will be approximately seven hours per youth in the program. PSD personnel resource allocation will be approximately twenty-eight hours per youth in the program.

The Family Services Division of CYFD will provide support and assistance to JJD as necessary, including support with the competitive bid process for services, and system and services linkages.

Grant-funded programs currently serving the Chaves, Lea, McKinley, and Doña Ana Counties juvenile populations include Casey Foundation-funded electronic monitoring in Chaves and Lea Counties; and Juvenile Accountability Block Grant-funded detention alternative programs in Chaves, Doña Ana, and McKinley Counties.

As discussed above, this program will address the issue of the inappropriate detention of youth in four target communities in New Mexico – Hobbs, Roswell, Las Cruces, and Gallup. On average, 45% of the low- and mid-risk youth in these counties are being referred to detention on overrides. These detention referrals are being made with the goal of keeping the youth safe and secure, but the fact that the referral requires a system override indicates that what the youth needs is not necessarily detention. Nor is this stop-gap solution limited to juvenile justice clients: Protective Services, in those four counties, anticipates that at least 16 to 18 kids per month need to be removed from their home environment, but have nowhere else to go except detention, or out of the community, to ensure their safety and well-being. By providing short-term (five-day) family-based care with a therapeutic component, not only will youth be maintained safely and

securely in their community, but they will have access to the sort of treatment that can help them remain safe and secure after they return home.

Management and Organizational Capability

Since its inception in 1992 as a state agency created to target the specific issues of children, youth, and families, and its absorption of the previously disparate elements in four separate state agencies that addressed those issues, the State of New Mexico's Children, Youth, and Families Department has effectively managed a multi-million dollar budget. Of its current payroll of approximately 2,000, 70% are engaged in providing direct services to the Department's target population. CYFD has robust internal policies and procedures that ensure it remains not just reactive but pro-active in working with its clients, other state agencies, and the Judiciary, Executive, and Legislative branches of state government.

There will be two groups working on this program: CYFD personnel, both field and administration, and the services contractor.

Within CYFD, Deputy Director Rebecca Ballantine of Juvenile Justice will be in charge. Direct contract management of this project will be managed by Michelle George, the contracts manager for Juvenile Justice Services.

Front-line support will be provided by the Juvenile Parole/Probation Officers (JPPO) and Protective Services (PS) personnel of the Hobbs, Roswell, Gallup, and Las Cruces offices, who will be responsible for identifying youth who meet criteria for and could benefit from the family-based short-term shelter program. After referring identified youth, the JPPO or PS assigned to the case will continue to monitor the youth according to departmental contact guidelines and the individual situation, and work to resolve the situation in the youth's best interests.

Additional support for front-line Juvenile Justice Services (JJS) personnel will be provided by the central call center. Instituted in 2004, the call center supports the field implementation of the Risk Assessment Instrument used to determine whether a youth needs to be detained. The call center not only works with JJS staff on completing the instrument, they also record all juvenile admissions and releases and follow up with the JPPO field offices. This decision-making centralization promotes statewide consistency in detention decisions, ensures consistent data collection, and guarantees that state statute concerning detention criteria for children are met.

Additional support for front-line Protective Services personnel will be provided by the Structured Decision Making tools, supervision, staffings attended by all appropriate personnel, such as the social worker, the social worker's supervisor, and the Children's Court Attorney, and, if necessary, court hearings. PS staff base their decisions concerning investigative outcomes on the data provided by the Structured Decision Making (SDM) tools, a set of objective validated instruments that assess safety, risk, and family needs and strengths, through feedback solicited during removal staffings, and obtain supervisory approval to take action. Data concerning decisions is recorded in the FACTS system. In the event that the SDM tools and the pre-removal staffing determine that PS should seek legal custody of the children to ensure their safety and well-being, PS staff either seek law enforcement's assistance or file for an *ex parte* custody order. Decisions to return the child home are based on further staffings, court proceedings, and additional application of the SDM tools to confirm findings.

Project support will also be provided by the FACTS units. FACTS, the central client database, also ensures consistent statewide handling of cases and clients, and consistent data collection. The FACTS units personnel then collect and collate data from the database to answer

questions and provide numbers for status and progress reports. These numbers, collected by CYFD personnel, will act as an external monitoring method for the project, as they allow CYFD to track not just clients referred to the short-term family-care program, but others in the areas affected by the program, as well as those outside the areas affected the program. This database will provide not just baseline information for comparison, but also a control group for longer-term outcomes tracking.

The services contractor, selected through competitive bid process, will have a minimum three-year history of effectively providing related family-based care services with a therapeutic component. Their fiscal propriety will be demonstrated through current financial audit of not just the applicant organization, but their parent organization (as applicable). All care providers contracted by the contractor will be required to undergo an initial 40-hour training for licensure, plus 24 hours every year to maintain licensure, including crisis management intervention training, both initial and refresher. Youth referred to this program will be kept under twenty-four hour supervision by a provider for the duration of their stay, up to 5 days. All adults working or having contact with youth referred to this program must pass a criminal records check, and must be known to the contractor. Further requirements for the contractor and services provider to ensure responsibility and program robustness and validity will be developed by CYFD.

CYFD has been managing shelter and respite care contracts since its inception in 1992. Building upon the foundation of experience that came via the absorption of services and divisions from other state agencies, the Department has a clear and concise set of guidelines established for the management of shelter and/or respite care, and what is expected from the contractor. These guidelines include billing procedures, file maintenance, intake and admission requirements, individual plans of care requirements, licensing and service provision

requirements, policy and procedure requirements, employment and staff training and background qualifications, and supervision requirements.

Prior Experience

In 1999, CYFD developed several work groups consisting of CYFD staff and local service providers to review the existing array of community-based services funded through CYFD, and to identify missing services or existing services that could be re-defined to better meet the needs of the local communities. One outcome of the shelter care work group's study was the need to re-define short-term shelter care, in part due to the historical difficulty of developing and maintaining “traditional” brick-and-mortar shelter programs in the rural areas of the state. Most rural areas simply cannot afford the costs associated with building, maintaining and staffing even small regional shelter programs, especially when the client population was frequently zero. The work group recommended developing the option of family-based shelter programs that used certified foster homes, which would be available on an as-needed basis, rather than investing in “traditional” facilities-based programs. Adopting the work group's recommendations, CYFD modified the existing service requirements for “traditional” shelter care programs, and added family-based shelter care to their service array.

As part of the process to add family-based shelter care services, CYFD released a statewide Request for Proposals (RFP) that included the new family-based shelter care program, and entered into four-year contracts with two New Mexico-based community agencies to provide family-based shelter care in addition to other community-based services: Teambuilders and Families and Youth, Inc. As part of its regular contract monitoring process, CYFD conducts annual program audits on both agencies to review compliance with contract and programmatic requirements, including family-based shelter care, and consistently found both agencies to be in

over-all compliance with those requirements associated specifically with family-based shelter care. When the four-year contracts expired in 2003, CYFD released a second statewide RFP including family-based shelter care, and consequently renewed contracts with Teambuilders and Families and Youth, Inc.

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Annualized Project Timeline

Month	Project Goal	Related Objective	Activity	Completion Date	Responsible Party
1	Provide Services	Select Provider	Write RFP	15 th of month 1	CYFD
			Issue RFP	22 nd of month 1	CYFD
2			Receive proposals	22 nd of month 2	Applicant organizations; CYFD
3	Track Progress and Refine Program	Quarterly Report	Report on project progress	15 th of month 3	CYFD
		Quarterly Financial Report	Financial report for OJP	15 th of month 10	CYFD
4		Refine Program	Identify strong and weak practices and adjust program	30 th of month 4 Ongoing	Service provider; CYFD
5	Provide Services	Select Provider	Select & contract provider	15 th of month 5	CYFD
		Provider accepts clients	Provider recruits families	30 th of month 5 Ongoing	Service provider
Provider trains families			15 th of month 6 Ongoing	Service provider	
6		Integrate CYFD Practices	Establish procedure for referring clients to program	15 th of month 6	Service provider; CYFD
			Train CYFD personnel to identify and refer clients to program	30 th of month 6 Ongoing	CYFD
			Accept clients	30 th of month 6 Ongoing	Service provider; CYFD
6	Track Progress	Quarterly Report	Compile aggregate data for clients referred to the program	30 th of month 6	Service provider; CYFD FACTS units
		Quarterly Financial Report	Financial report for OJP	15 th of month 10	CYFD
		Semiannual Report	Progress report for OJP	30 th of month 7	CYFD

7		Refine Program	Identify strong and weak practices and adjust	30 th of month 7 Ongoing	Service provider; CYFD
9	Track Progress	Quarterly Report	Compile aggregate data for clients referred to the program and report on progress	30 th of month 9	Service provider; CYFD FACTS units
		Quarterly Financial Report	Financial report for OJP	15 th of month 10	CYFD
10		Refine Program	Identify strong and weak practices and adjust	30 th of month 10 Ongoing	Service provider; CYFD
12	Track Progress	Quarterly Report	Compile aggregate data for clients referred to the program and report on progress	30 th of month 12	Service provider; CYFD FACTS units
13		Refine Program	Identify strong and weak practices and adjust	30 th of month 13 Ongoing	Service provider; CYFD
		Quarterly Financial Report	Financial report for OJP	15 th of month 13	CYFD
		Semiannual Report	Progress report for OJP	30 th of month 13	CYFD
13		Annual Progress Report	Compile aggregate data for clients referred to the program and report on progress	30 th of month 13	Service provider; CYFD

Resumes of Key Personnel

- o Rebecca Ballantine, Juvenile Justice Division, CYFD: As the Deputy Director of Juvenile Justice Field Services, Ms. Ballantine is responsible for supervising 14 judicial district Chief Probation officers, and implementing policy, procedure, plans, and initiatives in the field. She has a Master's in Public Administration with certification in Criminology from the University of New Mexico, a B.S. in

Criminology from the University of Albuquerque, and has been with CYFD's Juvenile Justice Division for 20 years.

- Michelle George, Juvenile Justice Division, CYFD: Michelle George handles the Juvenile Justice Division's contracts with outside groups and agencies, with extensive experience in every aspect of the process, from issuing the request for proposals to evaluating competitive proposals to issuing and monitoring contracts.
- Ceslie Griggs, Protective Services Division, CYFD: Ms. Griggs has a B.A. in Psychology, a Master's degree in Social Work, and is a Licensed Master's Social Worker. She has been with CYFD's Protective Services Division for eight years, and has supervisory, management, and direct services experience.
- Mark Edwards, Family Services Division, CYFD: With a B.A. in the Humanities, and an M.Ed. in Guidance and Counseling, Mark has worked with children involved with the juvenile justice and behavioral health systems and their families in various capacities in both the private and public sectors for the past twenty-four years. In the private sector, Mr. Edwards spent ten years at a long-term wilderness program for delinquent and/or SED male juveniles in East Texas: five years in direct care services, five years in administration overseeing training, personnel, and facility licensing requirements. He has been with CYFD for fourteen years, working his way up from Juvenile Probation/Parole Officer to Chief JPPO, Regional Administrator, and eventually Deputy Director of Field Services before moving to Family Services. Mark has seven years experience developing and overseeing contract services for juvenile justice clients and children's behavioral health services statewide.

Job Descriptions; Roles and Responsibilities of Key Positions

- Coordinator: Rebecca Ballantine (Deputy Director, Juvenile Justice Division, CYFD)
 - Review reports
 - Facilitate operations management within CYFD
- Contracts manager: Michelle George (Juvenile Justice Division, CYFD)
 - Issue request for proposals
 - Monitor contracted service provider
 - Ensure delivery of financial and progress reports – quarter, semi-annual, and annual
- Liaison, Juvenile Justice Division, CYFD: Rebecca Ballantine
 - Provide internal central point of contact for Juvenile Justice personnel in counties where the program is operating
 - Coordinate training for Juvenile Justice personnel
- Liaison, Protective Services, CYFD: Ceslie Griggs
 - Provide internal central point of contact for Protective Services personnel in counties where the program is operating
 - Coordinate training for Protective Services personnel
- Liaison, Family Services, CYFD: Mark Edwards
 - Provide JJD with support and assistance based on extensive experience with establishing, liaising with, and monitoring shelter care programs throughout the state

- CYFD referring parties: Juvenile Justice Division(Juvenile Parole and Probation Officers)
 - Bachelor's degree in related field such as sociology, criminal justice, education, psychology, social work, or guidance and counseling.
 - Minimum of two years experience as either adult or juvenile probation/parole, or as a paid worker with youth groups. Graduate or postgraduate education in the related fields listed above may substitute on a month-for-month basis for work experience.
 - Must pass a criminal background check.
 - Provides direct services for paroled and at-risk youth in the communities.
 - May have specialized case assignments, or provide a comprehensive scope of services ranging from informal to intensive supervision, as well as making recommendations during court proceedings and for clients' plans of care.
 - JPPOS work closely with community-based counseling and rehabilitation service providers and place a priority on early intervention and prevention services for at-risk youth.
- CYFD referring parties: Protective Services Division (Caseworkers)
 - Bachelor's degree in related field such as social work, psychology, counseling, sociology, family services, criminal justice or criminology, education, and/or human services.
 - Must pass a criminal background check.
 - Two weeks of intensive training prior to case assignments.
 - Responsible for investigations and intake proceedings where allegations of abuse or neglect exist.
 - Works closely with and is supervised by a licensed social worker.
- CYFD referring parties: Protective Services Division (Social Workers)
 - Bachelor's degree in social work (or licensure at LBSW, LMSW, or LISW level by the New Mexico Board of Social Work Examiners)
 - Current BSW-level license issued by the New Mexico Board of Social Work Examiners
 - Responsible for coordinating assessments and treatment plans for children in CYFD custody
- Contracted services
 - Services contractor: Minimum three-year history of effectively providing related family-based care services with a therapeutic component. Their fiscal propriety will be demonstrated through current financial audit of not just the applicant organization, but their parent organization (as applicable). Further requirements to ensure responsibility and program robustness and validity will be developed by CYFD.
 - Program manager: responsible for managing program, supervising program staff and treatment foster care (TFC) families, overseeing data collection, and monitoring progress towards program goals and objectives. Qualifications include a master's degree in criminal justice, sociology, psychology, public administration, or equivalent degree in a related justice or human service field; at least two years of relevant experience may be

substituted. Background clearance required. One to five years experience working on similar projects. Good communication, problem solving, presentation, and writing skills a must. Duties and responsibilities will include:

- Work allocation, problem solving, performance evaluation, and recommendations for personnel actions.
 - Recruiting TFC families, overseeing training, and ensuring that TFC families both attain and maintain licensure and adhere to policies and procedures.
 - Scheduling and implementing plans through telephone consultations, written correspondence, and onsite visits to client or project locations throughout the state.
 - Maintaining project and client files and databases, and providing appropriate information in a timely fashion, including regular narrative and statistical reports.
 - Working with CYFD to incorporate recommendations and changes based on program feedback.
- Treatment foster care families: Recruited by service provider. Initial 40-hour training for licensure, plus 24 hours every year to maintain licensure, including crisis management intervention training, both initial and refresher. All adults working or having contact with youth referred to this program must pass a criminal records check, and must be known to the contractor. Further requirements to ensure responsibility and program robustness and validity will be developed by CYFD.

Index of Letters of Support

- JPPO Chief for each site
 - Gallup (McKinley): Daniel Berg – received
 - Las Cruces (Doña Ana): Carolyn Scott – received
 - Hobbs (Lea): Tandy Jackson – received
 - Roswell (Chaves): Charles Dawe – received; Richard Ferguson – received
- COM for PS for each site
 - Gallup (McKinley): Jolene Natewa – received
 - Las Cruces (Doña Ana): Kassandra Gandara – received
 - Roswell (Chaves): Matthew Thompson – received
 - Hobbs (Lea): Cory McCarrell – received
- County support
 - Doña Ana: Brian Haines, County Manager – received
- Additional
 - Doña Ana Assistant Public Defender – Rory Rank – received
 - Doña Ana Family Reunification Court Program Director – Connie Warren – received

Budget Detail Worksheet: Year 1

A. Personnel

<i>Position</i>	<i>Calculation</i>	<i>Cost</i>
CYFD Contract Management	\$41,700 annual salary x 30%	\$12,510.00
TOTAL		\$12,510.00

These funds will support contract management and oversight based in CYFD's central office (Santa Fe, NM).

B. Benefits

<i>Position</i>	<i>Calculation</i>	<i>Cost</i>
CYFD Contract Management	\$41,700 annual salary x 30% x 25% (FICA, retirement, health insurance, worker's compensation, unemployment compensation)	\$3,127.50
TOTAL		\$3,127.50

C. Travel

<i>Purpose</i>	<i>Location</i>	<i>Item</i>	<i>Computation</i>	<i>Cost</i>
Site Visit	Gallup	Mileage	410 miles x 28.5 cents/mile	\$116.86
		Hotel	\$60.00 x 2 nights	\$120.00
		Meals	\$31.00 x 3 days	\$93.00
Site Visit	Las Cruces	Mileage	568 miles x 28.5 cents/mile	\$161.88
		Hotel	\$60.00 x 2 nights	\$120.00
		Meals	\$31.00 x 3 days	\$93.00
Site Visit	Roswell	Mileage	384 miles x 28.5 cents/mile	\$109.44
		Hotel	\$60.00 x 2 nights	\$120.00
		Meals	\$31.00 x 3 days	\$93.00
Site Visit	Hobbs	Mileage	616 miles x 28.5 cents/mile	\$175.56
		Hotel	\$60.00 x 2 nights	\$120.00
		Meals	\$31.00 x 3 days	\$93.00
TOTAL				\$1,415.74

Each of the four project sites will be visited once during the course of the grant by CYFD contract management for oversight purposes. Mileage is calculated as round-trip from Santa Fe to the project site.

D. Equipment.....\$0

E. Supplies

<i>Supply items</i>	<i>Computation</i>	<i>Cost</i>
Office supplies	\$61.98/month x 12 months	\$743.76
TOTAL		\$743.76

Office supplies will be needed for central office contract management, and to support grant reporting requirements.

F. Construction.....\$0

G. Consultants/Contracts

<i>Contract(s)</i>	<i>Cost</i>
Up to four contracts for short-term family-based care McKinley County @ 15/youth/month x \$500/youth x 12 months = \$90,000 Doña Ana County @ 17/youth/month x \$500/month x 12 months = \$102,000 Lea County @ 7/youth/month x \$500/youth x 12 months = \$42,000 Chaves County @ 6/youth/month x \$500/youth x 12 months = \$36,000	\$270,000.00
TOTAL	\$270,000.00

H. Other

<i>Description</i>	<i>Computation</i>	<i>Cost</i>
Rent	\$375/month x 12 months	\$4,500.00
Utilities	\$58/month x 12 months	\$696.00
Communications (phone, internet, printing, reproduction)	\$250/month x 12 months	\$3,000.00
TOTAL		\$8,196.00

All costs in the Other category are for CYFD central office contract management support.

I. Indirect costs	\$0
A. Personnel	\$12,510.00
B. Benefits	\$3,127.50
C. Travel	\$1,415.74
D. Equipment	\$0.00
E. Supplies	\$743.76
F. Construction	\$0.00
G. Consultants/contracts	\$270,000.00
H. Other	\$8,196.00
Total: Direct Costs	\$295,993.00
I. Indirect Costs	\$0.00
Total Project Costs	\$295,993.00
Federal Request	\$295,993.00
Non-federal Amount	\$0.00