



Los Alamos JJAB

Juvenile Justice Advisory Board

Strategic Plan 2018-2021

Approved 9/20/2018



Executive Summary

JJAB was established by resolutions of the Los Alamos County Council and Los Alamos School Board in May 2004. The board has a strong collaborative effort among various sectors in the community including, business, senior population, County government, the schools, the medical community, and youth. Part-time coordinators are responsible for the implementation and maintenance of the programs.

In May 2007, the County determined that a more formal structure would enhance the collective goal of providing quality and cost-effective youth programs. JJAB filed as a New Mexico non-profit corporation and in July 2007 received 501(c)3 status. JJAB provides both direct services and partners with community organizations to provide programming and to serve new needs as identified.

JJAB receives funding from Los Alamos County; NM Children, Youth and Families Department (CYFD), Los Alamos Public Schools, United Way, ConAlma and other donors. Our community partners include the Los Alamos Public Schools, the Family YMCA and Teen Center, Family Strengths Networks, and Teen Court.

Mission and Vision

JJAB - *"Helping Youth and Families", providing opportunities for all youth*



Who we are: JJAB is an independent and voluntary board of community members who collaborate, leverage, and coordinate resources to support youth and families. JJAB works to reduce youth risk behaviors, facilitate positive youth development and build resiliency through responsive, effective programming.

Our Vision: We value, celebrate, and appreciate all the youth of our community, and help each develop resiliency, create meaningful connections, and build capacities to thrive.

Our Mission: We effectively facilitate the application of resources through innovative direct services and collaborative networks, to engage and support the youth and families of Los Alamos.

What We Believe

JJAB believes every child has the inherent ability to rebound, learn, and grow from life's experiences, and we help them to build the resilience that will see them through life's challenges.

▶ Our Core Principles

- ▶ Building resiliency
- ▶ Valuing voices of youth
- ▶ Embracing diversity
- ▶ Positive outreach to youth and families
- ▶ Responsibility, accountability, and integrity
- ▶ Appropriate use and scope of resources
- ▶ Collaboration and partnerships

▶ Who We Serve:

- ▶ Youth, ages 0 - 18, and their families who reside in Los Alamos County
- ▶ Youth from surrounding areas who attend Los Alamos Public Schools

Board Priorities

- ▶ We RESPOND to the critical needs of at-risk children, youth and families in our community.
- ▶ We PROVIDE resources to youth and their families to develop the skills needed for healthy lives and relationships, and rewarding futures.
- ▶ We SUPPORT prevention efforts to reduce youth risk behaviors (drug/alcohol use, delinquency, truancy).
- ▶ We EXPAND key existing and well-established services, and collaborate with local and regional partners.
- ▶ We IMPROVE the community's awareness of our services, our communication, and the overall experience for our youth, families, and partners.
- ▶ We ADAPT to the changing needs of the community and fiscal challenges by collaborating with all partners and finding innovative solutions to maximize successful outcomes.
- ▶ We MODEL inclusive and values-based leadership, best practices, continuous quality improvement, investment in youth, growing our network and resources, and we strive to be the "Go-To" resource for at-risk youth and families.

Our Direct Service Programs

Updated Yearly

- ▶ Resource Specialist Case Management Programs-Youth and Family
- ▶ Girls Circle and Boys Council Programs
- ▶ Youth Mental Health First Aid Training
- ▶ Dolly Parton's Imagination Library
- ▶ Truancy Intervention
- ▶ Restorative Justice

Our Partnership Programs

Updated Yearly

▶ **Community**

- ▶ Drug and Alcohol Prevention
- ▶ Community Forums

▶ **DWI Council**

- ▶ Life Skills
- ▶ Grow Your Mind

▶ **Family Strengths Network**

- ▶ Parenting w/Love and Logic
- ▶ We Help Ourselves
- ▶ Healthy Relationships

- ▶ Parenting Group

▶ **The Family YMCA**

- ▶ Leaders in Training
- ▶ Teen Center
 - ▶ Teen Leadership
 - ▶ Therapeutic Art Program

▶ **Open Door Counseling by Mesa Vista Wellness**

▶ **Los Alamos Schools**

- ▶ Saturday School
- ▶ Natural Helpers

- ▶ Captain's Table

- ▶ Link/Web Crew

- ▶ Risk and Resiliency Assessment Program (RAPS)

- ▶ Mindfulness

▶ **Teen Court**

▶ **UNM-LA**

- ▶ Parenting University

Framework for Promoting Healthy Youth Development



*KU Work Group for Community Health and Development
University of Kansas 4082 Dole Center, Lawrence, Kansas*

Programmatic Strategic Goals:

- ▶ Prevention, Intervention and Diversion: Reduce youth risk behaviors (drug/alcohol use, delinquency, truancy) and build youth resiliency through a continuum of services focusing on prevention, intervention, and diversion from involvement in the juvenile justice system.
- ▶ Juvenile Detention Alternatives Initiative (JDAI): Commit to learning from and incorporating JDAI core Strategies and best practices to work with the educational system, the judicial system, and law enforcement to reform case processing procedures and maintain a deliberate commitment to reducing racial disparities across the juvenile justice system.
- ▶ Organizational Excellence: JJAB will be the “Go To” resource for at-risk youth and families in our community through best practice and evidence based programming.
- ▶ Increase Accessibility: Make existing services more accessible; augment the availability of positive youth development, leadership, decision-making, mentoring, and prevention programs in response to emerging needs.
- ▶ Promote Youth Engagement: Build relationships to solicit input from youth and their families to strengthen programs which benefit youth, increase their involvement, and encourage their participation on the JJAB Board.

Operational Strategic Goals:

- ▶ Policies: Create and update policies/procedures to reflect clear and concise standards including; evaluation of existing programming, new program adoption, and board meeting process.
- ▶ Community Awareness: Enhance the positive identity of the organization through communication of programs and partnerships.
- ▶ Data and Evaluation: Improve and refine data collection and evaluation to effectively anticipate emerging community needs and opportunities, to drive priorities, direct services and proactively create programming.
- ▶ Community Partnerships: Strengthen community partnerships to: avoid replicating services, recognize and respond to emerging issues and needs, leverage resources for effective use of funding and seek to increase funding for flexible spending to respond to gaps in services in the community.

Programmatic Strategic Goal and Objectives

1. Prevention, Intervention and Diversion: Reduce youth risk behaviors (drug/alcohol use, delinquency, truancy) and build youth resiliency through a continuum of services focusing on prevention, intervention, and diversion from involvement in the juvenile justice system.

Objectives:

- ▶ Build a community-wide safety net of positive engagement, prevention, early intervention and diversion programs.
- ▶ Meet the needs of youth facing trauma, lack of resources, and discrimination effectively, compassionately, and individually.
- ▶ Promote parent engagement, offer tools for families on youth development needs and supportive strategies, as well as opportunities for families to network with one another.
- ▶ Increase collaboration with Teen Court so that each youth is connected to case management services and effective programming.

Programmatic Strategic Goal and Objectives

2. Juvenile Detention Alternatives Initiative (JDAI): Commit to learning from and incorporating JDAI Core Strategies and best practices to work with the educational system, the judicial system, and law enforcement, to reform case processing procedures and maintain a deliberate commitment to reducing racial disparities across the juvenile justice system.

Objectives:

- ▶ Determine next steps with these JDAI principals in mind:
 - ▶ Implement JDAI eight Core Strategies with fidelity to improve outcomes for juvenile justice system involved youth, without sacrificing public safety.
 - ▶ Decrease the number of youth involved in the juvenile justice system.
 - ▶ Redirect resources towards community programs that hold youth accountable.
 - ▶ Reduce the disproportionate representation of minority youth in the juvenile justice system.

Programmatic Strategic Goal and Objectives

3. Organizational Excellence: JJAB will be the “Go To” resource for at-risk youth and families in our community through best practice and evidence-based programming.

Objectives:

- ▶ Programs are state and local data-driven, are consistent and aligned with evidence-based and researched best practices, focus on positive youth development and meet a high standard of quality and accountability.
- ▶ Connect youth to meaningful life opportunities, ensuring our community isn't just "closing gaps," but helping youth expand their horizons.
- ▶ Programs are delivered in a variety of ways that engage youth, maximize participation and offer resources.
- ▶ Programs support efforts to increase school readiness, create access to activities that empower youth to develop leadership skills, build on their strengths, improve their connections to adults and peers and contribute to their communities.

Programmatic Strategic Goal and Objectives

4. Increase Accessibility: Make existing services more accessible; augment the availability of positive youth development, leadership, decision-making, mentoring, and prevention programs in response to emerging needs.

Objectives:

- ▶ Proactively create programming for future needs based upon predictive data.
- ▶ Support innovation and promote coordinated strategies with community partners to fill gaps in services.
- ▶ Ensure that no youth falls through the gaps by providing a comprehensive network of services and referrals.
- ▶ Create a network that:
 - ▶ Reaches youth wherever they are;
 - ▶ Offers opportunities to grow, learn, make mistakes, and give back;
 - ▶ Inspire youth to reach their goals and a rewarding future; and
 - ▶ Listens to the voices of youth.

Programmatic Strategic Goal and Objectives

5. Promote Youth Engagement: Build relationships to solicit input from youth and their families to strengthen programs which benefit youth, increase their involvement and encourage their participation on the JJAB Board.

Objectives:

- ▶ Promote youth-adult partnerships to support sustained youth engagement efforts and strengthen programs.
- ▶ Provide and encourage multiple opportunities for youth to develop, master, and apply critical skills, including life and leadership skills.
- ▶ Expand outreach to youth in schools, the Teen Center and through Teen Court.
- ▶ Organize meetings and other JJAB activities for greater accessibility to youth.

Operational Strategic Goal and Objectives

1. Policies: Create and update policies/procedures to reflect clear and concise standards including: evaluation of existing programming, new program adoption, and board meeting process.

Objectives:

- ▶ Review and update JJAB Policy Document created in 2008.
- ▶ Create guidelines for evaluation of existing programming.
- ▶ Create guidelines for assessing new program requests and adoption.
- ▶ Create process and schedule for monthly JJAB meetings to include greater opportunities for group input and collaboration through round-table discussions.

Operational Strategic Goal and Objectives

2. Community Awareness: Enhance the positive identity of the organization through communication of programs and partnerships.

Objectives:

- ▶ Create a marketing/communication committee to develop a plan, getting assistance from knowledgeable stakeholders.
- ▶ Create marketing/communication plan to increase community and stakeholder understanding of JJAB.
 - ▶ A marketing/communication plan will help identify the most effective ways to communicate with youth, families and stakeholders, informing them of our mission and programs, and will describe how we will reach them.
- ▶ Create a “brand” and/or tagline for JJAB. The brand should express our core values, relationship to our constituents and give stakeholders confidence in our organization.
- ▶ Better utilize media to increase community awareness, including JJAB website, press releases, social media and local flyers
- ▶ Market the organization to become known as the “Go-to resource for children and families” within the community.

Operational Strategic Goal and Objectives

3. Data and Evaluation: Improve and refine data collection and program evaluations to effectively anticipate emerging community needs and opportunities, to drive priorities, direct services and proactively create programming.

Objectives:

- ▶ Review and analyze data including but not limited to, Youth Risk and Resiliency Survey YRRS, fire and police emergency services data, DOH and LAPS data to anticipate emerging community needs and opportunities to improve JJAB's services and proactively create needed programming.
- ▶ Improve and refine data collection by defining reporting requirements for all funders and using evidence-based practice to collect useful data, including dual service and social service data.
- ▶ Develop or purchase a user-friendly tool to help make data collection easier and more relevant.
 - ▶ Ideally, tool will automate CYFD reporting
- ▶ Implement an evidence-based evaluation tool to use for all client intake for Resource Specialist Programs.

Operational Strategic Goal and Objectives

4. Community Partnerships: Strengthen community partnerships to: avoid replicating services, recognize and respond to emerging issues and needs, leverage resources for effective use of funding, and seek to increase funding for flexible spending to respond to gaps in services in the community.

Objectives:

- ▶ Maintain and improve relationships and communication with existing partners.
- ▶ Extend reach and organizational capacity through community partnerships and diverse revenue streams.
- ▶ Scale up our programs to assist the school district, public safety department, and other agencies in adopting our proven practices systemwide for significantly better youth outcomes.
- ▶ Develop partners as experts and leaders, and continue to pioneer and promote best practices.
- ▶ Deepen board involvement in community outreach and development.