

MINUTES OF THE
SANTA FE COUNTY
YOUTH DEVELOPMENT PROGRAM TASK FORCE

February 18, 2016

Santa Fe, New Mexico

This meeting of the Santa Fe County Youth Development Task Force was called to order by Chair Tommy Rodriguez at approximately 3:08 p.m. on the above-cited date at the Youth Development Facility, 4250 Airport Road, Santa Fe, New Mexico.

I. & II. Roll call indicated the presence of a quorum with the following members present:

Members Present:

- Tommy Rodriguez, CYFD Northern Region Juvenile Justice Services
- Steve Bing, Designee for Judge Marlow Sommer
- Mark Dickson, Public Defenders Office
- Michelle George, Retired CYFD
- Ona Johnson, Santa Fe Community Foundation [late arrival]
- Erica Lucero, District Attorney's Office for Sara Johnson
- Geraldine Salazar, County Clerk

Member(s) Excused:

- Pablo Sedillo III, County Public Safety Director

Staff Present:

- Aaron Garcia, County Youth Development Program Administrator
- Tila Rendon-Varela, Public Safety Administrator
- Erika Lovato, Corrections Finance
- Molly Archuleta, Program RN

III. Approval of Agenda

Upon motion by Mr. Bing and second by Ms. George the agenda was unanimously approved.

IV. Approval of Minutes: February 4, 2016

Ms. Salazar referred to a typographical error on page 2. It was decided to defer approval until that change is made.

V. Review of Draft Report

The report was reviewed and the changes noted were made, including global replacement of "incarceration" with "detention" and near global replacement of "juveniles" with "youth". Pages 2 through 10 reflect the changes agreed upon.

SANTA FE COUNTY YOUTH DEVELOPMENT PROGRAM TASK FORCE REPORT

Santa Fe County (County) assumed oversight of the County Youth Development Program (YDP) in 2004 to provide detention services for ~~incarcerated~~ detained youth and Day Reporting Program services for youth who require supervision short of ~~incarceration~~ detention. YDP's population consists of youth from ~~within the County~~, the First Judicial District encompassing Santa Fe, Los Alamos and Rio Arriba Counties, and other counties as well as youth within the custody of the U.S. Marshals Service.

The mission of YDP is to change the lives of ~~detained~~ incarcerated resident and those participating in the Day Reporting Program by providing a safe, secure, structured, caring, and learning environment. YDP is currently housed in a facility located at 4250 Airport Road, Santa Fe, NM 87505, which was constructed in 1983. In recent years, the number of ~~detained~~ incarcerated resident and Day Reporting Program participants has been far less than the current facility's accredited and physical capacity and much of the current facility is vacant.

The County has great concerns of the cost to maintain an underutilized facility that is over 30 years old with a fragmented floor plan, plumbing system, and electrical system. The County owns this valuable 7.80 acre property with the potential to create a consolidated campus for youth detention services, alternatives to detention programs and youth mental health services.

The County's responsibility is to consider the best use for this property in the interest of the public while prioritizing the needs of youth in Santa Fe County.

The Santa Fe County Board of County Commissioners (Board) desired to evaluate YDP's current programs and services and assess possible alternatives to the status quo. The Board decided that a broad based task force would assist the Board in evaluating YDP and on July 14, 2015 passed, approved, and adopted Resolution No. 2015-93 to establish the YDP Task Force.

The Santa Fe County Youth Development Program Task Force (Task Force) members and designees are as follows:

Tommy Rodriguez, Chair, Children Youth and Families Department Northern
 Region Juvenile Justice Services
 Pooja Pathak, Erica Lucero, First Judicial District Attorney's Office
 Geraldine Salazar, Santa Fe County Clerk
 Pablo Sedillo III, Santa Fe County Public Safety Director
 Steve Bing, (Designee for Judge Mary L. Marlowe Sommer) First Judicial
 District
 Mark Dickson, Esq., First Judicial District Public Defender's Office
 Ona Johnson, Director Dollars4Schools, Santa Fe Community Foundation
 Michelle George, Retired Children Youth and Families Department

Assisted by the following County Staff:

Tony T. Flores, Deputy County Manager
 Aaron Garcia, YDP Administrator
 Tila Rendon-Varela, Public Safety Department Administrator
 Thaddeus Chapman, Maintenance Supervisor, Corrections Department
 Corky Ojinaga, Investigator
 Amanda Archuleta, Investigator
 Molly Archuleta, Program RN
 Erika Lovato, Public Safety Department Finance Manager
 Phillip (PJ) Montano, Property Control Section Supervisor
 Terry Lease, Facility Operations and Maintenance Manager

The Task Force met for the first time on August 27, 2015 at the Santa Fe County Youth Development Facility.

Task Force Work and Deliverables

The Task Force studied and assessed the following:

- Current services and programs provided by YDP;
- Alternatives to the services and programs offered by YDP, including possible service providers for those alternatives;
- Current and future demand for YDP's current services and programs and alternatives identified by the Task Force;
- Advisability of using the current facility for YDP's current services and programs and alternatives identified by the Task Force, taking into account such factors as the physical layout of the current facility, the current and projected utilization of the current facility, and the current facility's operation and maintenance;
- Alternative uses for the current facility; and
- Alternative funding or intergovernmental organizational structures for YDP's programs and services and alternatives identified by the Task Force.

Current Services and Programs Offered By YDP

YDP currently offers 30 different programs within the facility (list of services provided below on pages 3 & 4) to support residents. Program services are strategically aligned to

provide essential educational, emotional, and behavioral support to residents, in a safe, collaborative and enriching atmosphere. Residents benefit from current programming that range from basic education curriculum as conducted by a Santa Fe Public Schools' Licensed Teacher, Life Skills Training, Team Building Exercises, Music and Arts Education, Health Education and lessons in History and Cultural Awareness.

Outside entities have a vested interest in the residents by subsidizing current programs. Most recently, YDP has received unprecedented support from Dollars4Schools, which is an initiative program of the Santa Fe Community Foundation. Their financial support has funded four year-long programs focused on art therapy and personal empowerment, and the partnership has resulted in heightened community awareness of the programming at YDP and the needs of the residents.

[graphs and photos excluded]

Current and Future Demand For YDP's Current Services And Programs And Alternatives Identified By The Task Force

Whereas the Task Force is in agreement that the current programming offered within the YDP greatly exceeds expectations, the future goals are to work on sustaining the current programs and expanding the areas of programming and services provided. Ideally, expansion of community programs and integration of focused educational services and mentorship opportunities are at the forefront of future goals [– deleted] with an emphasis on tutoring, career development, personal empowerment, and broader educational opportunities for residents within the facility.

Alternative Services and Programs Offered By YDP Including Possible Service Providers For Those Alternatives

It is the goal of the YDP to continue on the same path of programming that currently exists respecting and continuing the current relationships that exist with the community of service providers currently working within the facility. Ideally, the future will hold greater opportunities for residents within the facility and increased collaborative community partnerships fostering resident success.

The facility presently is not equipped with specific dedicated programming space, and although exhaustive efforts are made to accommodate the needs of outside organizations to conduct programming within the facility, the present facility structure is not conducive to best servicing residents. The youth and staff at YDP would greatly benefit from specific accommodations within a new facility intended for programming [– deleted] with dedicated classroom space and storage for instructional materials and resident work. Improved conveniences with specific workspace and storage would not only provide efficiencies to facility staff, but provide greater support to existing service providers, and also likely attract new service providers to YDP.

Task Force's Advisability Of Using The Current Facility For YDP's Current Services And Programs And Alternatives

It is the consensus of the Task Force that the current facility no longer best meets the needs of YDP, and after due consideration, it is recommended that a new state-of-the-art facility be built to better serve the needs of residential youth in the most respectful, safe, efficient, and cost-effective manner, taking into consideration modern design elements, technology, and efficiencies to provide the most productive and effective environment for residents and staff.

Physical Layout Of The Current Facility

The current facility, known as YDP, is 55,503 square feet and sits on 7.80 acres of county owned land that is surrounded by the City of Santa Fe. It also encompasses two outdoor recreation yards that bring the usable space to approximately 67,000 square feet. Within the 55,503 square feet of indoor space the building is comprised of several pods to detain and hold both male and female juvenile offenders, classrooms, a medical unit, a cafeteria, an all-purpose room, a day reporting center, a booking unit and various conference rooms and offices. Also a part of the 55,503 sq. ft. building is a section known as the Adolescent Residential Center (ARC). At present the ARC is not being utilized for any purpose.

Current and Projected Utilization of the Current Facility

YDP is currently being utilized as a short term detention center for juveniles youth from the First Judicial District ~~which includes the Counties of Santa Fe, Rio Arriba and Los Alamos.~~ YDP also houses juveniles youth from other Judicial Districts as well as some federal clients. The majority of juveniles youth being housed at YDP come from the First Judicial District. The current facility is in need of major renovation in order to maintain its current function as a short term facility to house juvenile offenders. Per the 2014 CIP list of projects it is estimated that it would cost \$9.2 million to repair and remodel the current facility, in order to maintain it as a short term detention center, (Exhibit I). It should be noted that for the current building to be razed an asbestos abatement study must be conducted with an estimated cost of \$30,000 according to the 2014 CIP list of projects.

Current Facility's Operation and Costs

In 2015, YDP serviced a monthly average of 15 residents. This number has decreased from an average of 24 residents in 2010. Overall, the monthly average from 2010 to May 2015, is 18, with the rated capacity as noted above being 63 residents. Operating expenses for the last five fiscal years have averaged \$1.9 million and revenue has averaged \$850,000. This equates to an average deficit of \$1.1 million.

Current Maintenance Costs of the Facility

The overall physical plant and facility structure pose challenges as a result of design and age. The facility is 33 years old and is very outdated in regard to current nationwide

~~correctional~~ detention facility requirements, federal requirements, advancements, practices and mandates. The initial construction date was 1983, and the year of building completion was 1984. The facility was originally built to service the needs of adults. There have been two renovations at the facility; one in 1989 and the other in 2005. A comprehensive facility assessment (Exhibit II) was done in August of 2014 by an outside source for Santa Fe County. According to the assessment, the building is below satisfactory and is rated as “borderline”. Maintenance expenses from 2010-2015, including capital improvements, have totaled \$921,461.

Alternative Uses for the Current Facility

Although the facility can house 63 residents the facility is greatly underutilized based on the current population and the population for the past several years. The costs of maintaining and repairing the facility whether it be to continue to house juveniles or allow outside entities to potentially use the site was estimated to be over \$9.2 million dollars according to the 2014 CIP List of Projects for Juvenile Development/Detention Facility (Exhibit I).

Major maintenance issues needing to be addressed include:

- HVAC System – The system is old and does not provide consistent temperatures especially inside living units
- Water is provided by the municipal system and the plumbing backs up regularly due to age and residents putting large objects into system
- Building Security System is antiquated and only one third of cameras work
- Roof Replacement - Roof is failing and leaks are a constant battle
- Drainage – East side of site has major drainage problems
- ADA Upgrades – Living Units, public and staff restrooms do not meet ADA requirements

Therefore, the Task Force only recommends keeping the current facility structure for an interim basis to house youth until a new facility is built adjacent to the current facility. Once the new facility is built, the current structure should be razed.

In addition, per an appraisal study conducted by Olcott Appraisal, Inc., (Exhibit III) if the County continues to use the site as a juvenile detention center/jail, the appraisal of property is \$5.2 million versus if it is used for alternative uses the value is \$1.8 million.

Alternative Funding

According to a June 2015 appraisal report by Olcott Appraisals: *“The key issue is scale of the facility, by far in excess of what has been necessary to house the juvenile inmate population for the last five or more years. And, consider that this jail serves a seven-county area, not just the local county population. Sources within the county indicate that the reasons for the decline in juvenile inmate population is alternative counseling and treatment programs that do not involve detention. As this trend continues, there is no compelling evidence to suggest that a juvenile jail facility of this magnitude will be necessary to serve the local — county — population in the foreseeable future. A large adult detention facility exists to serve the county’s needs so conversion [of the YDP facility] to adult detention is not indicated.”*

Based on the above and throughout the YDP Task Force’s research, reviews, discussions, and county staff presentations, YDP’s decline in the resident population is due to community based services and treatment programs that do not involve ~~incarceration~~ detention. Ultimately requiring the need to downsize the detention services component of YDP and increase the floor plan to accommodate the greater need for alternatives to ~~incarceration~~ detention programs, youth mental health services, and other services with a continuum of care model for youth in need of these services.

Santa Fe County Youth Development Program Task Force Information

There are currently 30 programs available at YDP with approximately 70 volunteers participating in the dissemination of alternatives to ~~incarceration~~ detention programming at a considerable cost savings to Santa Fe County. The programs target life skills, stress management, recreation, arts and crafts, religious services, support groups, team building, and special activities. All are conducted in-house. This type of programming should continue with an emphasis in transitioning these services beyond release by continuing to collaborate with our partners in the community.

The YDP detention portion of the facility is too large for the population being served with the majority of the costs being salaries and benefits. A smaller (36 bed), state-of-the-art detention facility would lower utility costs and would allow a ~~client~~ resident to staff ratio (~~12 clients to one staff ratio~~ 12 to 1) in increments of 12 to maximize efficiency and costs and a newer facility could take advantage of energy efficiency measures that were not in place when the original facility was built 33 years ago.

A new 25,000 square foot state-of-the-art facility is estimated to cost approximately \$10 million. It is important to note, it will cost \$9.2 million to renovate the current facility based on the 2014 CIP Report and this only brings the facility to “fair standards”.

[“Financing is a key component...” section goes here.]

An increase in per diem should be analyzed. Currently Santa Fe County’s per diem charge to out of county occupants is \$185.00.

The rates at ten juvenile detention centers in New Mexico are the following:

County	Daily Rate/Per Diem Rate
Bernalillo County	\$165.00
Chaves County	\$150.00
Curry County	\$200.00
Dona Ana County	\$130.57
Luna County	\$125.00
Lea County	\$125.00
McKinley County	\$136.00
Santa Fe County	\$185.00
San Juan County	\$231.00

Taos County	\$165.00
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Financing is a key component in demolishing the current structure and building a new state of the art detention center. The YDP Task Force recommends the following funding options, or a combination thereof:

- **Bonding**
- **Mill Levy**
- **Grants**
- **Capital Funds**
 - **Santa Fe County Capital Outlay funds**
 - **State of New Mexico Capital Outlay funds** [This section is moved to above “An increase in per diem...”]

Santa Fe County Youth Development Program Task Force’s Recommendations

The Santa Fe County Youth Development Program (YDP) facility located at 4250 Airport Road sits on a valuable 7.80 acre property owned by Santa Fe County. The facility’s structure, floor plan, plumbing systems, and electrical systems are inefficient for detention services for ~~detained~~ incarcerated youth and alternatives to ~~incarceration~~ detention programs.

This underutilized facility that is over 30 years old with a fragmented floor plan, plumbing system, and electrical system would be too costly to simply maintain or retrofit. This building was retrofitted in the past with these areas now vacant or underutilized, costing the taxpayers while we attempt to make use of this facility.

The consolidation of youth services on this property, along with the benefits of a new facility structured to serve the current needs of residential youth, their families, Santa Fe County staff and the community, would benefit everyone. The proposed plan utilizes property that is already in Santa Fe County ownership, and provides a convenient location for youth and their families who reside within the First Judicial District.

It is the recommendation of the Task Force that the present YDP facility be razed and replaced with a new, state-of-the-art facility, on the same property. After thorough thought and consideration, it has been proven that the present structure is no longer viable. The Task Force recognizes the value of the current YDP location, both in monetary value to Santa Fe County and in immeasurable value to the community of Santa Fe. The Task Force members feel strongly that the present geographical location of YDP is the best location for a new facility, as it provides ease and access to services and most importantly, to families of ~~detained~~ incarcerated youth. The Task Force is committed to the youth of Santa Fe County and the First Judicial District, and feels strongly that the location at 4250 Airport Road is undoubtedly the most ideal location for a new Santa Fe County YDP to be constructed. In addition to accessibility, the current location with its 7.80 acres of space, is primed for planning and erecting an accompanying consolidated campus for youth detention services, support programs and youth mental health services.

We highly recommend that the following initial steps take place:

1. The Board of County Commission place the development of a new facility, to include the razing of the existing structure, as a priority project on the County's 5 year Infrastructure Capital Improvement Plan.
 - a. The first step in the process should be the development of a site specific Master Plan which is in compliance with the New Mexico Statutes Children's Code (NMSA 1978 § 32A-2-4).
 - i. The Master Plan should include an analysis of the combination of non-profit organizations and ancillary wrap around services for youth to be co-located on the site.
 - b. Upon completion of the Master Plan, develop a funding strategy to include a realistic timeline for development in accordance with the Santa Fe County Manager's 5 year Capital Planning Process.
2. Inventory *all* youth services (YDP and non-YDP services) provided by Santa Fe County.
3. Create a list of *all* the locations of these youth services (located on county and non-county property).

The County's responsibility is to consider the best use for this property in the interest of the public. As stated before, the consolidation of youth services on this property would benefit everyone after the initial investment.

Conclusion

The Task Force understands their advisory committee work is not binding by the County or Board. With our diverse talents and career experiences we have diligently listened to county staff presentations, researched, reviewed, and discussed the best use of this unique centrally located property while prioritizing the needs of youth in Santa Fe County in the best interest of the public.

It is the consensus of the Task Force that the current facility no longer best meets the needs of the Santa Fe County Youth Development Program. After due consideration, it is recommended that a new facility be built on the current 7.80 acre site, located at 4250 Airport Road to better serve the current needs of residential youth. ~~In doing this, you will be meeting the needs of the youth in the most respectful, safe and cost-effective manner as well as considering the modern design elements, technology, and efficiencies to provide the most productive environment for residents and staff. ¶ The Task Force highly recommends that a new facility be constructed on the property currently in Santa Fe County ownership, at 4250 Airport Road—the current location of the Santa Fe County Youth Detention Program, the current location remains the ideal location for a new facility. The over 7 acres it provides allows ample space for the new facility to be erected, along with a campus for services and programs. [This section deleted as redundant.]~~ This centralized location in the First Judicial District, with its accessibility to nearby public transportation makes it the ideal location for a new facility and campus dedicated to providing care, programs, and services for detained youth and for youth in need of prevention programs, support programs, substance abuse and mental health services. In

doing this, you will be meeting the needs of the youth in the most respectful, safe, and cost-effective manner as well as considering the modern design elements, technology, and efficiencies to provide the most productive environment for residents and staff.

The Task Force wishes to express their gratitude for the opportunity to advise the Board in the matters outlined in Resolution 2015-93 and in the best interest of the youth and tax payers of Santa Fe County.

Respectfully Submitted on this 29th day of March, 2016.

THE SANTA FE COUNTY YOUTH DEVELOPMENT PROGRAM TASK FORCE:

Tommy Rodriguez, Chair, Children Youth and Families Department Northern Region Juvenile Justice Services

~~Pooja Pathak~~, Erica Lucero, First Judicial District Attorney's Office

Geraldine Salazar, Santa Fe County Clerk

Pablo Sedillo III, Santa Fe County Public Safety Director

Steve Bing (Designee for Judge Mary L. Marlowe Sommer) First Judicial District

Mark Dickson, Esq., First Judicial District Public Defender's Office

Ona Johnson, Director Dollars4Schools, Santa Fe Community Foundation

Michelle George, Retired Children Youth and Families Department

VI. Next Meeting Date & Suggested Agenda Items

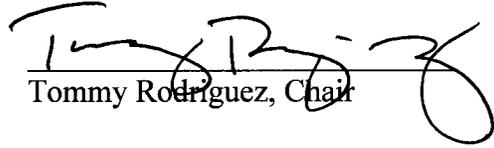
- Further suggested changes should be submitted to Ms. Rendon-Varela by close of business, February 24th.
- The task force will meet March 3rd, 3:00 to sign the document.
- A dry run will be held March 10th at the County Chambers at 3:00.

- Presentation to the Board of County Commissioners will be on March 29th; the meeting begins at 2:00.

VII. Adjournment

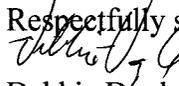
Having completed the agenda and with no other business to come before the task force, Chair Rodriguez declared the meeting adjourned at 4:10.

Approved by:


Tommy Rodriguez, Chair





Respectfully submitted by:

Debbie Doyle, Wordswork

COUNTY OF SANTA FE) YDP TASK FORCE MINUTES
STATE OF NEW MEXICO) ss PAGES: 11
[Hereby Certify That This Instrument Was Filed for
Record On The 8TH Day Of March, 2016 at 09:29:03 AM
and Was Duly Recorded as Instrument # 1788112
of The Records Of Santa Fe County



Witness My Hand And Seal Of Office
Geraldine Salazar
Deputy  County Clerk, Santa Fe, NM

SFC CLERK RECORDED 03/08/2016