



Report  
to  
The LEGISLATIVE FINANCE COMMITTEE



Children, Youth and Families Department  
Review of Domestic Violence Programs  
May 6, 2008

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May 1, 2008

Dorian Dodson, Cabinet Secretary  
New Mexico Children, Youth and Families Department  
P.O. Drawer 5160  
Santa Fe, New Mexico 87502-5160

Dear Secretary Dodson:

On behalf of the Legislative Finance Committee (committee), I am pleased to transmit the Review of Domestic Violence of the Children, Youth and Families Department (department).

The review team evaluated domestic violence policies, procedures, and rules, and the funding and expenditures for 2006-2008. We interviewed key personnel, examined documents, and analyzed data provided by your staff, the Human Services Department, Administrative Office of the Courts, Administrative Office of the District Attorneys, and the New Mexico Coalition Against Domestic Violence. The past, current and proposed performance measures for domestic violence were reviewed, and limited research of similar agencies in other states was performed to identify domestic violence best practices. Discussions were held with your staff to address any concerns before the exit conference, which was conducted on April 24, 2008.

The report will be presented to the committee on May 6, 2008. We very much appreciate the cooperation and assistance we received from you and your staff.

The committee expects a corrective action plan from the department within 30-days from the date of the hearing. Staff will continuously monitor your progress.

I believe that this report addresses issues the committee asked us to review and hope the New Mexico Children, Youth and Families Department will benefit from our efforts. Thank you for your cooperation and assistance.

Sincerely,

A handwritten signature in cursive script that reads "David Abbey".

David Abbey  
Director

DHT/bb

## Table of Contents

	<u>Page No.</u>
<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>BACKGROUND INFORMATION .....</b>	<b>4</b>
<b>FINDINGS AND RECOMMENDATIONS</b>	
Funding of Domestic Violence Programs Was Sufficient for FY06 and FY07. ....	7
Use of Offender Treatment Funds Needs To Be Included In CYFD's FY10	
Budget Request .....	9
District Attorneys' and Administrative Office of the Courts' Domestic Violence Funding Appears Appropriate.....	10
HSD and CYFD are Successfully Providing Domestic Violence Services to TANF Eligible Families. ....	10
CYFD Complied With The Procurement Process for Domestic Violence Funding .....	11
The Coalition Did Not Have A Procurement Process to Distribute TANF Funds .....	12
Performance Measure Process Needs Improvement.....	14
Method of Collecting Performance Measure Data Is Verifiable. ....	17
Best Practices in Other States. ....	17
<b>AGENCY RESPONSES .....</b>	<b>20</b>
<b>APPENDIX A .....</b>	<b>23</b>
<b>APPENDIX B .....</b>	<b>25</b>

## EXECUTIVE SUMMARY

During 2007 there were several major changes in leadership and the procurement process of TANF funds within the domestic violence community that caused concerns around the state. A new Domestic Violence Czar was named by the Governor in January. The eight-year, Executive Director of the New Mexico Coalition Against Domestic Violence (Coalition) was asked to resign in October and replaced with an Interim Executive Director. Additionally, the make up of the Coalition's voting board members was completely revamped to eliminate the concept of all full members of the Coalition being voting board members. TANF funding was previously awarded by the Human Services Department (HSD) via a grant to the Coalition who allocated the funds to its full voting members. Since FY07, the TANF funds are appropriated to CYFD and then awarded to domestic violence service providers based upon a Request For Proposal (RFP) procurement process.

As a result of the multiple changes in the domestic violence community, the Legislative Finance Committee (LFC) recognized the need to review the domestic violence program. The objectives of this review were to:

- Assess program funding levels and outcomes for FY06 – FY08.
- Review program expenditures to assess efficiency of administration and service delivery for FY06 – FY08.
- Review procurement processes for the domestic violence services.
- Review best practices for administering and overseeing domestic violence programs, including applicable performance measures and related data.

### **Key Observations.**

- The amount of funding appropriated for domestic violence programs was sufficient for FY06 and FY07, and CYFD complied with the procurement process. Based upon the documents reviewed, CYFD has a fair and effective procurement process for evaluating and distributing funds to domestic violence providers. The following table reflects unexpended balances for FY06 and FY07:

## CYFD Unexpended Balances

Funding Source	FY06	FY07
State General Funds	\$14,671.96	\$170,063.74
TANF Funds	\$79,122.96	\$244,897.58
Federal Funds	\$244,210.27	\$471,192.93
Offender Treatment Funds	\$357,459.38	\$562,000.00
<b>Totals</b>	<b>\$695,464.57</b>	<b>\$1,448,154.25</b>

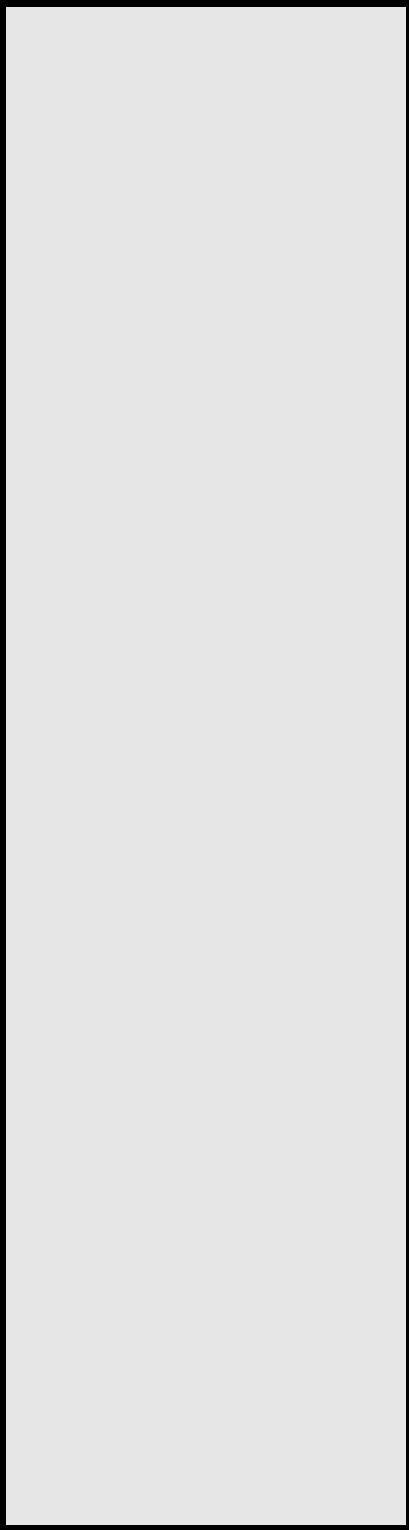
Source: CYFD Financial Data

- Use of the Offender Treatment Funds needs to be included in CYFD's FY10 budget request. According to the DFA cash balance report, the offender treatment fund has a cash balance of \$1.8 million as of April 11, 2008; however, the CYFD management stated that offender treatment funds were not used in SFY07 to pay for contracted offender treatment services because other funds were used to maximize available resources.
- HSD and CYFD are successfully providing domestic violence services to TANF eligible families. As required in the contract between HSD and CYFD, CYFD conducts bi-annual, on-site monitoring reviews on the contracted providers to ensure the client data submitted is valid and that the clients are TANF eligible.
- Performance measure process needs improvement. Performance measure definitions were not specific and clear. Target setting for the measures was not evaluated and adjusted. The gaps between expected performance and actual performance were not explained as required in the Accountability in Government Act's Quarterly Report Guidance. It is not clear if and how CYFD is monitoring performance or how management is using performance data.
- The Coalition did not have a procurement process. The Coalition had a simple process in place: *Member-providers qualified for TANF funding if they were full voting members of the Coalition.* However, internal controls did not exist because these full voting members of the Coalition were also members of the Board. As a result, a conflict of interest existed which was noted by CYFD when the TANF funding was transferred by HSD to CYFD and the RFP process was implemented to ensure accountability. Also, *independent* provider monitoring was also not observed due to the same conflict of interest.

### **Key Recommendations.**

#### *Offender Treatment Fund:*

- Use of these funds (recurring and fund balance) should be authorized in the General Appropriation Act. CYFD, Executive and LFC should address this in the FY10 budget recommendations.

- 
- Identify organizations or individuals throughout the state that want to develop offender treatment programs, provide the guidance and support needed and ensure the establishment of more available programs for offenders so the offender treatment fund can be consistently used each fiscal year. Acquire statewide statistics to determine the regions with the largest need and focus on those areas of the state initially.

*Performance Measures:*

- Define the performance measures in non-technical terms that are understandable to the general public.
- Set realistic performance targets for all measures based on benchmarking and compare actual performance with expected results. Provide explanations describing the circumstances that caused the actual performance to deviate from performance targets (best practice).
- Incorporate the components (data elements) captured for each measure, data limitations, reasonable but challenging targets, who is responsible and the procedures that will be used to collect and review performance data into a formal monitoring plan. CYFD's data bible and the information in their strategic plan quarterly reports is a good starting point for developing a monitoring plan.

**Best Practices in Other States.**

A national advisory group examined work that had already been occurring in Michigan and Pennsylvania, and chose two outcomes accepted by executive directors of those states that captured two goals of any service being offered by domestic violence programs:

*(1) to safety plan with survivors*

*(2) to ensure that survivors are aware of community resources they may need in the future.*

There was also research supporting that these two short-term outcomes led to reduced violence and increased quality of life for survivors over time. The two outcomes chosen by the national advisory group relate to individual level change (the survivor's safety and wellbeing) and they also provide evidence, important to more and more fund providers, of stronger and safer communities. The majority of the states reviewed obtain domestic violence services through direct contracts with providers and some contract with coalitions who oversee service providers.

## BACKGROUND INFORMATION

**Background.** The purpose of the Family Violence Prevention and Services Act (the Act) is to assist states and Indian Tribes in their efforts to respond to and prevent family violence. The Administration for Children and Families (ACF) is a division within the U.S. Department of Health and Human Services (DHHS). ACF's Family Violence Prevention and Services Program (the Program) is responsible for the administration and oversight of a number of activities pertaining to family violence. The Act allocates funds to support the provision of immediate shelter and related assistance for victims of family violence and their dependents. Funding is also allocated to carry out coordination, research, training, technical assistance, and clearinghouse activities.

The Act was enacted as Title III of the Child Abuse Amendments of 1984, and was reauthorized and amended most recently by the Violence Against Women Reauthorization Act of 2005 (Pub. Law 109-162). With each amendment of the legislation, the Act's required responsibilities have grown. In addition to establishing oversight of state and Tribal activities, the Act governs grant programs for state domestic violence coalitions carrying out technical assistance, training and prevention efforts. Moreover, it provides for ongoing support for the Domestic Violence Resource Network, which now includes the National Resource Center on Domestic Violence, four special issue resource centers, and the National Domestic Violence Hotline.

In New Mexico, under the Act, the state grant award (in excess of \$957 thousand) is administered by the Children, Youth and Families Department (CYFD). CYFD has been charged with administering and monitoring federal and state funds related to domestic violence. In CYFD's 2007-2008 Strategic Plan, the mission is stated as "*CYFD believes in the strengths and resiliency of families who are our partners and for whom we advocate to enhance their safety and well-being. We respectfully serve and support children and families and supervise youth in a responsive, community-based system of care that is client-centered, family-focused and culturally competent*". CYFD is composed of four divisions: the Juvenile Justice Division, the Protective Service Division, the Family Services Division, and Program Support Division. The Domestic Violence Program (DV) is under the supervision of the Family Services Division.

On August 22, 1996, the Personal Responsibility and Work Opportunity Reconciliation Act was signed into law. The federal law terminated the Aid to Families with Dependent Children (AFDC) program and replaced it with the non-entitlement Temporary Assistance for Needy Families (TANF) Block Grant. On February 18, 1998, the New Mexico Works Act (NMWA) was signed into law. The state act deleted state statutory references to AFDC and established the parameters of the TANF program in New Mexico. The program created under NMWA is called New Mexico Works.

The Temporary Assistance for Needy Families (TANF) program provides assistance and work opportunities to needy families by granting States the federal funds and wide flexibility to develop and implement their own welfare programs. States and Territories must develop a State plan and submit it to the Secretary of DHHS. Once the plan is completed, grants are awarded and States then implement the TANF program according to the plan. The NM TANF State Plan sets forth the goals and objectives for New Mexico Works and generally describes the eligibility criteria. One of the objectives is to implement the Family Violence Option under TANF. The



Family Violence Option provides domestic violence services to TANF eligible families. CYFD is to assume and implement the lead responsibility among all departments for domestic violence services while the Human Services Department (HSD) is designated as the state agency responsible for the TANF program in New Mexico. HSD's Income Support Division (ISD) administers the program.

In addition to the various sources of domestic violence funding, in 2004 the role of the New Mexico Violence Czar was created as a result of recommendations made to the Governor by the Domestic Violence Advisory Board, chaired by First Lady Barbara Richardson. The role of the Domestic Violence Czar is to act as chief policy advisor to the Governor in matters relating to domestic violence, to assist in the development of the Governor's legislative agenda, and to assist with implementation of successful domestic violence legislation. The Domestic Violence Czar is also responsible for promoting public awareness about domestic violence throughout the state and coordinating domestic violence efforts between the Governor's Office, the courts, law enforcement, health care providers, state agencies and service providers. In addition, the Domestic Violence Czar serves as a statewide point of contact for victims of domestic violence.

The objectives of this review were to:

- Assess program funding levels and outcomes for FY06 – FY08.
- Review program expenditures to assess efficiency of administration and service delivery for FY06 – FY08.
- Review procurement processes for the domestic violence services.
- Review best practices for administering and overseeing domestic violence programs, including applicable performance measures and related data.

**Scope and Methodology.** Review of

- Applicable laws, regulations, and policies and procedures related to domestic violence;
- HSD and CYFD funding application documents for FY06 through FY08;
- LFC briefs and other file documents regarding review topic;
- New Mexico Coalition Against Domestic Violence (Coalition) Governing Board's by-laws, minutes and operating procedures;
- Information obtained from outside sources, including Internet searches, and similar initiatives in other states; and
- Interviews, review of program documents and data provided by HSD, CYFD, the Administrative Office of the District Attorneys, and the Administrative Office of the Courts.

**Authority for Review.** The committee has authority under Section 2-5-3 NMSA 1978 to examine laws governing the finances and operations of departments, agencies, and institutions of New Mexico and all of its political sub-divisions, the effect of laws on the proper functioning of these government units, and the policies and costs of government. Pursuant to its statutory authority, the committee may conduct performance reviews and inquiries into specific transactions affecting the operating policies and costs of governmental units and their compliance with state law.

**Review Team.**

Manu Patel, Deputy Director for Program Evaluation  
Donna K. Hill-Todd, Program Evaluation Manager  
Brenda Fresquez, Program Evaluator

**Exit Conference.** The contents of this report were discussed with the Children, Youth and Families Department Deputy Cabinet Secretary, Bill Dunbar, Administrative Services Division Director, Marcella Ortega, Family Services Division Director, David Martinez, Family Services' Deputy Director of Administration, Diana Martinez-Gonzalez, Family Services' Domestic Violence Unit Manager, Sophia Roybal-Cruz, and Domestic Violence Czar, Sharon Pino on April 24, 2008.

**Report Distribution.** This report is intended for the information of the Office of the Governor, the Children, Youth and Families Department, Human Services Department, Office of the State Auditor and the Legislative Finance Committee. This restriction is not intended to limit distribution of this report which is a matter of public record.



Manu Patel  
Deputy Director for Program Evaluation

## FINDINGS AND RECOMMENDATIONS

**Funding of Domestic Violence Programs Was Sufficient for FY06 and FY07.** Domestic violence programs are funded by four main sources: general fund appropriation, federal funds including TANF, and the offender treatment fund. The federal fund appropriation is a grant from the Family Violence Prevention and Service Act (the Act) received from the Department of Health and Human Services. The funds are to assist in establishing, maintaining, and expanding programs and projects to prevent family violence and to provide immediate shelter and related assistance for victims of family violence and their dependents. The Human Services Department receives TANF funds which it then awards to approved domestic violence service providers through CYFD's Request For Proposal (RFP) process.

Pursuant to section 31-12-11, NMSA 1978 (Laws of 2003, Chapter 387) a domestic violence offender treatment fee of five dollars is assessed and collected from a person convicted of a penalty assessment misdemeanor, traffic violation, petty misdemeanor, misdemeanor or felony offense. All fees collected are transmitted monthly to the Department of Finance and Administration (DFA) for credit to the domestic violence offender treatment fund. Balances in the domestic violence offender treatment fund are appropriated to CYFD to provide funds to domestic violence offender treatment programs to defray the cost of providing treatment to domestic violence offenders. Unexpended or unencumbered balances remaining in the fund at the end of each fiscal year do not revert to the general fund.

The table below shows that domestic violence programs funded through CYFD have received more than \$10.5 million each fiscal year. Any remaining balance in the general fund state appropriation at the end of the fiscal year will revert to the general fund. The federal and TANF funds are only received based upon the billings to the federal government. If the remaining funds are not billed, then the federal government will retain the balance of funds. Due to the federal government fiscal year beginning October 1<sup>st</sup> and ending September 30<sup>th</sup>, the agency basically has an extra year to obligate and expend the funds.

**Table 1. CYFD Budget and Expenditures By Funding Source  
FY06 through FY09**

STATE FISCAL YEAR 2006 SUMMARY				
Funding Source	Original Budget	Adjusted Budget	Expenditures	Balance
State General Funds	\$5,992,800.00	\$ 6,058,107.00	\$6,043,435.04	\$14,671.96
TANF Funds	\$2,600,000.00	\$2,600,000.00	\$2,520,877.04	\$79,122.96
Federal Funds	\$905,700.00	\$1,170,965.00	\$926,754.73	\$244,210.27
Offender Treatment Funds	\$0	\$685,365.00	\$327,905.62	\$357,459.38
<b>Totals</b>	<b>\$9,498,500.00</b>	<b>\$10,514,437.00</b>	<b>\$9,818,972.43</b>	<b>\$695,464.57</b>
STATE FISCAL YEAR 2007 SUMMARY				
Funding Source	Original Budget	Adjusted Budget	Expenditures	Balance
State General Funds	\$9,036,500.00	\$9,036,500.00	\$8,866,436.26	\$170,063.74
TANF Funds	\$2,600,000.00	\$2,600,000.00	\$2,355,102.42	\$244,897.58
Federal Funds	\$905,700.00	\$985,130.00	\$513,937.07	\$471,192.93
Offender Treatment Funds	\$0	\$562,000.00	\$0	\$562,000.00
<b>Totals</b>	<b>\$12,542,200.00</b>	<b>\$13,183,630.00</b>	<b>\$11,735,475.75</b>	<b>\$1,448,154.25</b>
STATE FISCAL YEAR 2008 SUMMARY				
Funding Source	Original Budget	Adjusted Budget	Expenditures <sup>^</sup>	Balance
State General Funds	\$9,324,800.00	\$9,324,800.00	\$5,758,603.74	\$3,566,196.26
TANF Funds	\$2,600,000.00	\$2,600,000.00	\$1,513,838.00	\$1,086,162.00
Federal Funds	\$905,700.00	\$985,130.00	\$836,379.24	\$148,750.76
Offender Treatment Funds	\$0	\$614,000.00	\$540,325.45	\$73,674.55
<b>Totals</b>	<b>\$12,830,500.00</b>	<b>\$13,523,930.00</b>	<b>\$8,649,146.43</b>	<b>\$4,874,783.57</b>
STATE FISCAL YEAR 2009 SUMMARY				
Funding Source	Original Budget	Adjusted Budget	Expenditures	Balance
State General Funds	\$9,208,300.00	N/A	N/A	N/A
TANF Funds	\$3,600,000.00	N/A	N/A	N/A
Federal Funds	\$905,700.00	N/A	N/A	N/A
Offender Treatment Funds	\$0	N/A	N/A	N/A
<b>Totals</b>	<b>\$13,714,000 .00</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

<sup>^</sup>Preliminary amounts as of February 29, 2008

Source: CYFD Financial Data

Due to concerns expressed by service providers regarding the difficulty in billing down contracts, CYFD adopted alternative methods in which programs are able to bill. The three methods are:

- (1) *Fee for service*
- (2) *Line item budget*
- (3) *A hybrid method utilizing a 70% fee for service and 30% line item.*

According to CYFD, an anticipated increase in program spending should take place because of this change in contract billing methods.

### **Use of Offender Treatment Funds Needs To Be Included In CYFD's FY10 Budget Request.**

According to the DFA cash balance report the offender treatment fund has a cash balance of \$1.8 million as of April 11, 2008; however, the CYFD management stated that offender treatment funds were not used in SFY07 to pay for contracted offender treatment services because other funds were used to maximize available resources. Basically, CYFD does not make the offender treatment fund a part of its appropriation request and resulting operating budget. CYFD budgets this fund through a Budget Adjustment Request (BAR) based upon projected contracts. Expenditures are validated to available funding sources by fiscal year-end. Of the \$1.4 million FY07 budget balance listed above, approximately \$1 million is non-reverting and available for reprogramming in future years to ensure that the Domestic Violence Program can sustain adequate service levels over time.

According to CYFD's explanation, there were \$562 thousand in projected offender treatment contracts for FY07; however, the budgeted funds were not used to pay these contracts. CYFD disbursed \$517.2 thousand to eleven contractors who provided the offender treatment related services and these costs were re-allocated to the TANF and state general fund. These funds remained in the account for the entire 2007 fiscal year along with the balance of \$357 thousand from FY06. The fees that sustain the offender treatment fund are transmitted monthly.

There are two recent statutory changes, which will increase the demand for offender treatment/intervention services and therefore impact use of the Domestic Violence Offender Treatment or Intervention Fund. Laws of 2007, Chapter 221 (SB820) amended Sections 30-3-15 and 30-3-16 NMSA 1978 to require all those convicted pursuant to these sections to participate in and complete a domestic violence offender treatment program approved by CYFD. Laws of 2008, Chapter 7 (HB33) amended Section 31-12-12 NMSA 1978 to create a domestic violence offender treatment *or intervention* fund. It expanded the definition of the domestic violence offender to include persons referred to a domestic violence offender treatment or intervention program by a judge, a domestic violence special commissioner or the parole board; or a person who voluntarily participates in a domestic violence offender treatment or intervention program.

#### ***Recommendations.***

- Use of these funds (recurring and fund balance) should be authorized in the GAA. CYFD, Executive and LFC should address this in the FY10 budget recommendations.
- Identify organizations or individuals throughout the state that want to develop offender treatment programs, provide the guidance and support needed and ensure the establishment of more available programs for offenders so the offender treatment fund can be consistently used each fiscal year. Acquire statewide statistics to determine the regions with the largest need and focus on those areas of the state initially.
- Review established service providers that provide offender treatment services and assist in determining how those programs can be developed to treat a larger population of offenders.
- Coordinate with the courts and other organizations to increase the number of domestic violence offenders eligible to participate in a treatment or intervention program.

**District Attorneys’ and Administrative Office of the Courts’ Domestic Violence Funding Appears Appropriate.** Based on information provided by the Administrative Office of the District Attorneys (AODA), domestic violence funding comes from the Violence Against Women Act (VAWA), the STOP Grant, the Victims of Crime Act (VOCA), general fund appropriation, CYFD, United Way, donations and fundraisers. The clients being served are victims, children and offenders. Table 2 reflects the funding received for FY05 through FY07, as well as the total number of clients that have been served for each fiscal year.

**Table 2. District Attorney’s Funding and Clients Served**

	FY05	FY06	FY07
<b>Total Funding</b>	\$4,562,716	\$5,393,144	\$5,579,218
<b>Total Clients Served</b>	12,752	12,299	14,228

Source: AODA

Based on information provided by the Administration Office of the Courts (AOC), the Bernalillo County Metropolitan Court has two specialized programs that provide supervision to domestic violence offenders: the Domestic Violence Early Intervention Program and the Domestic Violence Repeat Offenders Program. Additionally, domestic violence defendants and offenders are supervised on both regular pre- and post adjudication basis. These services and programs are managed through the Probation/Supervision Division.

The various district courts also provided domestic violence data. For instance, the Domestic Violence Division of the 2<sup>nd</sup> Judicial District is responsible for the administration of the New Mexico Family Violence Protection Act, 40-13-1, NMSA 1978. The Division has three full-time special commissioners who review and make recommendations on petitions for orders of protection and hold evidentiary hearings and make recommendations on whether extended orders of protection should be issued. Additionally, the commissioners review and conduct hearings on motions to enforce, motions to modify, and motions to dismiss orders of protection, and conduct release hearings. Generally, eight to ten hearings are scheduled per day for each commissioner. Trailing dockets are set twice a month where one commissioner will hear approximately fourteen cases in a morning. It appears that funding from various sources used for domestic violence by these organizations is being used as intended. However, the LFC staff did not verify any of the data submitted during this review.

**HSD and CYFD are Successfully Providing Domestic Violence Services to TANF Eligible Families.** In general, the TANF eligibility requirements state that in order to qualify, individuals must live in New Mexico and have dependent children (age 18 or younger); children must be citizens or have eligible alien status; and a family must earn less than a certain amount of money each month. The specific requirements that CYFD must meet are described in the joint powers agreement (JPA) between HSD and CYFD.

According to information entered into CYFD’s Management Information System (MIS), providers have served 12,600 clients for FY07. Of these clients, there were a total of 4,239 TANF eligible clients who were served using TANF funds. Providers are required to enter financial information about the client being served into the MIS and this is what determines

whether or not the clients being served are TANF eligible. CYFD conducts bi-annual, on-site monitoring reviews on the contracted providers to ensure the information submitted is valid and that the clients are TANF eligible.

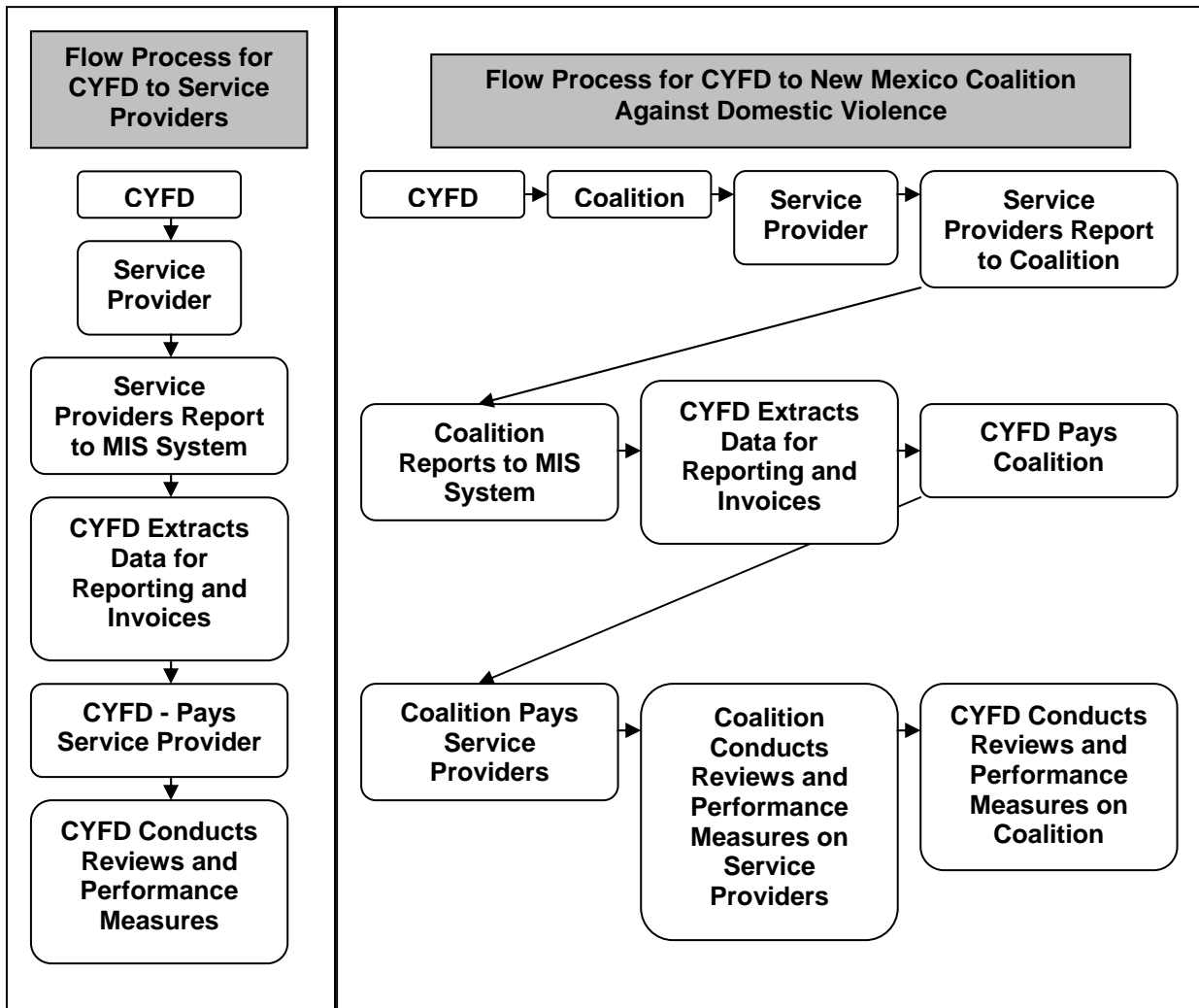
**CYFD Complied With The Procurement Process for Domestic Violence Funding.**

According to the General Services Department RFP Procurement Guide, the objective of the procurement process is *“to conduct a fair, thorough and impartial evaluation of products or services from responsible offerors which results in the selection and acquisition of the product or service that best matches the needs of the agency at the lowest cost through a process that promotes improvements to offeror proposals.”*

Based upon the documents reviewed, CYFD has a fair and effective procurement process for evaluating and distributing funds to domestic violence providers. However, there were a few exceptions worth discussing with management so the agency can improve its procurement process. These exceptions would have not made a difference in the way the providers were evaluated or how the committee chose to fund the service providers.

Currently, all funds are distributed through an RFP process and CYFD is responsible for administering all domestic violence funds, along with all monitoring and reporting. Funding for the administration portion of the domestic violence program is included in the Family Services budget. All funding that is received from grants, appropriations, laws, etc. goes directly to service providers. No funds are used for administration costs for the program, such as salary, benefits, supplies, etc. The procurement process used by CYFD to the New Mexico Coalition Against Domestic Violence (Coalition) and directly to the service providers is captured in Table 3. Prior to CYFD being responsible for distribution of these funds, the Coalition was awarded the TANF grant for domestic violence funds to distribute to service providers statewide from FY03 through FY06.

Table 3. CYFD and the Coalition Process Flow to Service Providers



Source: CYFD Contracts and Coalition Documents

**The Coalition Did Not Have A Procurement Process to Distribute TANF Funds.** There has been great concern why the Coalition did not continue receiving the \$2.6 million in TANF funds from CYFD after FY06. From the interview with the Coalition’s Interim Executive Director, it was determined that the Coalition did not have a formalized process (i.e., RFP process) in place to identify which member providers would receive the TANF funding from HSD. The Coalition Board members (see Appendix B) basically decided to divide the total dollar amount awarded by the number of member-providers all of which were full voting members. The Coalition would receive 12 percent for administrative costs. The Coalition’s monitoring process consisted of:

- (1) A monthly review of each agency’s (member-providers) program reports and invoices.
- (2) Review of one completed client intake form for the current month with any client names and social security numbers blacked out from each agency. Other identifiers such as file numbers were used. In addition, the sign-in sheet and evaluations from one presentation must be included. The sign-in sheet and evaluation had to list the agency name along with the date, location and/or audience and the presenter’s name.



- (3) *Possible* site visits from the Coalition staff to review agency accounting receipts, other financial back up, program reports and client files.

During the site visits, the Coalition used a basic checklist with hand written notes that were sometimes illegible. During the Interim Executive Director's interview, a call was placed to one of the former Board Chairs who stated that the Board did not vote annually on how the funds would be distributed once the initial grant was award to the Coalition. It was stated that sometimes a member-provider's allocation would be reduced if the funds were not being used consistently during the prior fiscal year. Documented support of this process was not available; however, the financial records of the Coalition from FY04 to FY06 supported that some member-providers would receive smaller amounts.

The Coalition had a simple process in place: *Member-providers qualified for TANF funding if they were full voting members of the Coalition.* However, internal controls did not exist because these full voting members of the Coalition were also members of the Board. As a result, a conflict of interest existed which was noted by CYFD when the TANF funding was transferred by HSD to CYFD and the RFP process was implemented to ensure accountability. Also, *independent* provider monitoring was also not observed due to the same conflict of interest.

During the RFP process required by CYFD, the Evaluation Committee stated in the Evaluation Reports the reasons why the Coalition was not awarded the funding. These reasons included:

- RFP #5058: The proposal failed to describe reporting and billing through the MIS, provide rationale for disbursement of TANF funding to providers, and generalized coverage for the state. It also did not distinguish differences in programming, address best practice among programs, describe a plan to collaborate with ISD and New Mexico Works, identify their role as fund administrators, and limited funding to the Coalition members only.
- RFP #5060: The proposal did not address the conflict of interest identified with the board of directors, nor outline the Coalition's role as fund administrators and clearly define who was responsible for the innovative components proposed.
- RFP # 5061: The Coalition did not meet the required score. The proposal was not specific in response regarding each region or organization/population. The proposed process of program manager was cumbersome and not cost effective. There was no collaboration or identification of gaps; it lacked support for fiscal flow through agency, description of how agencies determined allocation of funding, and how or what services will be provided by each sub-contractor.

A review of the Coalition's three proposals submitted to the RFPs listed above found that CYFD did have fair justification for not funding the Coalition. In FY06 and prior, CYFD had contracts with service providers that allowed 6 percent for program support. Currently, CYFD has contracts with service providers that state *"The Contractor may bill up to 12 percent of the total monthly unit rate reimbursement for the month for program support. The total amount of the contract available for program support is determined by dividing the entire contract amount by 1.12 percent, and then subtracting that amount from the total contract amount."* CYFD's billing system is set up to only allow 12 percent for program support based on the monthly amount invoiced by service providers submitted through their MIS.

An analysis was conducted using the information submitted by the Coalition based on their proposals. The Coalition planned to keep 5.4 percent to 10 percent of the funds for program support allowed by CYFD rather than giving it to the actual service providers for domestic violence services. Continuing to allow the Coalition to act as the flow-through of TANF funds adds another layer of bureaucracy to the program and offers no apparent benefit.

**Performance Measure Process Needs Improvement.** The Accountability in Government Act (AGA) mandates all agencies to implement performance based budgeting. The State Budget Division (division) within the Department of Finance and Administration, in consultation with the Legislative Finance Committee, shall develop instructions for the development of performance measures for evaluating approved programs. The AGA requires an annual review to adjust program structures and performance measures where appropriate. CYFD needs to focus on the following requirements:

- Section 6-3A-5 NMSA 1978 states each agency shall submit to the division and the committee proposed changes in its performance measures. The agency shall identify the outputs produced by each program, the outcomes resulting from each program and baseline data associated with each performance measure. The division, in consultation with the committee and the agency, shall review the proposed changes, make necessary revisions and issue its approval or disapproval within thirty days of receipt. The division shall send a copy of its approval or disapproval to the committee.
- Section 6-3A-7(A) (3) requires that for each program approved, performance targets be set for measures, including outputs and outcomes.
- Section 6-3A-8(D) NMSA 1978 requires each agency to develop, in consultation with the division, a plan for monitoring and reviewing the agency's programs to ensure that performance data are maintained and supported by agency records. The Department of Finance and Administration (DFA) AGA/SBA memo, dated June 15, 2007 states the monitoring plan shall include: (1) a summary of the agency-wide monitoring strategy and procedures that will be used to collect and review performance measure data and (2) a detailed description of the methodology used to collect and analyze data for each performance measure

Performance measures can be classified into two reporting groups: (1) agencies' internal measures including measures used to meet federal reporting requirements (see Table 5); and (2) measures that are approved under the AGA (see Table 4). Key quarterly measures and General Appropriation Act (GAA) measures are all a subset of approved AGA measures. Currently, there are two CYFD outcome program performance measures included in the 2008 GAA. CYFD has underperformed and missed the published targets for the GAA outcome measures for the past three years. The targets have been set at 65 percent and 85 percent, respectively, since FY06. GAA measures have remained the same until the FY09 budget submission.

**Table 4. CYFD's Performance Measures Published in the 2008 GAA**

Performance Measures			FY05 Actual	FY06 Actual	FY07 Actual	FY08 2 <sup>nd</sup> Quarter	FY08 Target
	Outcome <i>(will be replaced in FY09)</i>	Percent of adult victims receiving domestic violence services who show improved client competencies in social, living, coping and thinking skills.	59.3%	55.2%	53.3%	61.5%	65%
		<i>Variance</i>		9.8%	11.7%		
	Outcome	Percent of adult victims receiving domestic violence services living in a safer, more stable environment.	77.5%	71.4%	78.0%	83.0%	85%
		<i>Variance</i>		13.6%	7.0%		

Source: General Appropriation Act

**Table 5. CYFD's Internal Performance Measures**

Internal Performance Measures			FY05 Actual	FY06 Actual	FY07 Actual	FY08 2 <sup>nd</sup> Quarter	FY08 Target
	Output	Number of adult victim witnesses receiving domestic violence services	5,683	4,736	6,487	3,255	5,000
	Output	Number of domestic violence offenders receiving services.	2,568	2,739	3,203	1,909	None
*	Outcome	Percent of adult victims/survivors receiving domestic violence services who have an individual safety plan	N/A	N/A	N/A	63.14%	Baseline
**	Outcome <i>(GAA measure in FY09)</i>	Percent of domestic violence offenders who complete a batter's intervention program	N/A	N/A	80.92%	64.42%	80%
**	Outcome	Percent of adult victims referred to direct legal services	N/A	N/A	.47%	1.64%	TBD

Source: CYFD

\* Baseline data to begin reporting in FY 2008

\*\* Baseline data began in FY2007

The gaps between expected performance and actual performance were not explained as required by the AGA Quarterly Report Guidance. Target setting for the GAA measures was not evaluated and adjusted. It was noted that one of the output measures did not have a performance target. The Family Services' Deputy Director of Administration in the Family Services program area stated they do not set targets for output measures. Because this response contradicted what was published and what is required by the AGA, further clarification was requested and the Family Services' Deputy Director of Administration stated there must have been a printing error and reiterated that targets are not set for output measures. A performance target has yet to be set for one of the outcome measures. Performance targets are essential to performance management.

*Monitoring plan is incomplete.* CYFD did not have a monitoring plan sufficient to meet the requirements of the AGA. The monitoring plan did not include the following:

- specific and clear performance measure definitions;
- procedures used to collect and review performance measure data; and,

- detailed description of the methodology used to collect and analyze data for each performance measure.

Performance measure definitions were not specific and clear. Descriptions of the data elements used as inputs for the measures need to be defined and documented as part of the definition. For example, the definition of “safer and stable environment” is based on four different types of living status: (1) *renting/own house* (2) *living with friend or relative* (3) *transitional living* (4) *living in shelter*. While all four may demonstrate a safer environment, (1) *renting/own house* is the only one that appears to demonstrate stability.

A best practice used by other states show that a performance measure definition describes, in *non-technical terms*, what is actually being measured and explains how this particular performance measure demonstrates agency, program or subprogram performance. A performance measure definition describes any technical jargon used in the measure, as well as other descriptive terms. An effective measure should be understandable to the extent that an average user can easily understand the measure as written. Use of jargon and terms not adequately defined should be avoided. Iowa recommends understandability, i.e., *Is the measure easy to comprehend and use?* As one functional criterion in evaluating performance measure quality.

The Family Services’ Deputy Director of Administration stated their strategic plan and quarterly reports met the requirements. CYFD does not have supporting documentation from DFA indicating they accepted the performance measures quarterly report as their monitoring plan. CYFD uses the quarterly performance measure report to fulfill the performance monitoring plan requirement because this is where the “data bible” is maintained. However, CYFD management communicated plans to enhance their monitoring plan as part of their FY10 budget request.

According to the Texas Guide to Performance Measure Management, 2006 Edition, a performance measure definition includes all of the following:

- *Short definition – Provides a brief explanation of what the measure is, with enough detail to give a general understanding of the measure.*
- *Purpose/importance - Explains what the measure is intended to show and why it is important.*
- *Source/collection of data – Describes where the information comes from and how it is collected.*
- *Method of calculation - Clearly and specifically describes how the measure is calculated.*
- *Data limitations - Identifies any limitations about the measurement data, including factors that may be beyond the agency’s control.*
- *Calculation Type - Identifies whether the data is cumulative or non-cumulative.*
- *New measure – Identifies whether the measure is new, has significantly changed, or continues without change from the previous year.*
- *Target attainment – Identifies whether actual performance that is higher or lower than targeted performance is desirable (e.g., a disease rate lower than targeted is desirable).*

*MIS reporting capabilities appear to be limited.* There are standard reports available that are required by the federal fund providers. Performance measure reports are generated by an ad hoc query. However, a summary report that includes all providers (agencies) for the total population

served by type of service and cost is not available. It is only available at the provider/agency level. A summary report could be generated but a special query would have to be written. This type of summary information should be a standard management report.

It is not clear if and how CYFD is monitoring performance or how management is using performance data. Performance targets are essential to performance management. The targets for the GAA measures need to be adjusted based on experience. In addition, CYFD cannot determine success or motivate improvement without setting targets.

***Recommendations.***

- Define the performance measures in non-technical terms that are understandable to the general public.
- Assess the data elements to ensure the data captured represents the objective of the measure for FY10, since the measure for a safer and stable environment is in place for FY09.
- Set realistic performance targets for all measures based on benchmarking and compare actual performance with expected results. Provide explanations describing the circumstances that caused the actual performance to deviate from performance targets (best practice).
- Incorporate the components (data elements) captured for each measure, data limitations, reasonable but challenging targets, who is responsible and the procedures that will be used to collect and review performance data into a formal monitoring plan. CYFD's data bible and the information in their strategic plan quarterly reports is a good starting point for developing a monitoring plan.

**Method of Collecting Performance Measure Data Is Verifiable.** Based on reviewed data, CYFD's method of collecting performance measure data ensures the data is verifiable. Performance measure data is verified during the Domestic Violence Unit's on-site monitoring visits conducted every two years (*annual visits, if the provider is under Corrective Action*). CYFD collects performance data via the MIS developed by an in-house application developer. The MIS is used to track demographic, billing and outcome related information for CYFD's programs. Data cannot be deleted from the MIS. When providers make data entry errors, corrections can be made by a reversing entry, and adding a new entry with the revised information. This provides an audit trail for the changes made, which can be verified by CYFD. Domestic violence providers are required to complete the intake, assessment and discharge processes in order to submit billings for reimbursement of services provided. The billing submission drives the data capture for the measures.

**Best Practices in Other States.** A national advisory group examined work that had already been occurring in Michigan and Pennsylvania, and chose two outcomes accepted by executive directors of those states that captured two goals of any service being offered by domestic violence programs:

- (1) *to safety plan with survivors*
- (2) *to ensure that survivors are aware of community resources they may need in the future.*

There was also research supporting that these two short-term outcomes led to reduced violence and increased quality of life for survivors over time. This led the advisory group to agree on the following:

*As a result of contact with the domestic violence program, 65 percent or more of domestic violence survivors will have:*

- (1) Strategies for enhancing their safety, and*
- (2) Knowledge of available community resources.*

The 65 percent target was based on programs' experience and advisors' recommendations. There is a commonality with the other states' measures relative to a plan to enhance safety and knowledge of available community resources; either these type of measures are in place or are going to be in the next fiscal year. The two outcomes chosen by the national advisory group relate to individual level change (the survivor's safety and wellbeing) and they also provide evidence, important to more and more fund providers, of stronger and safer communities. The majority of the states reviewed obtain domestic violence services through direct contracts with providers and some contract with coalitions who oversee service providers.

*Alaska.* The State of Alaska is in the process of changing their measures for FY10 to be in line with the two recommended performance measures in the Act, i.e., strategy/plan to enhance safety and knowledge of available community resources. RFPs for domestic violence services are sent out every other year.

*Florida.* In Florida, the key measure is "a percent of adult and child victims in shelter for 72 hours or more who have a family safety and security plan when they leave the shelter". The primary objective: to protect adults and their children from harm caused by domestic violence and assist them to develop ways to plan for their safety, is being met. In addition, successful safety planning is based on a variety of factors that involve education on the dynamics of domestic violence, knowledge and availability of community resources, and assistance developing the plan. This key measure (safety & security plan) has been in place more than 3 years.

*Arizona.* The Arizona Department of Public Safety (DPS) compiled a reference guide in part to comply with requirements for receiving the Victims of Crime Act money. The Department of Economic Security (DES) and the Department of Health Services who administers the family violence prevention services fund jointly participated in the development. It was created so that providers of services for domestic violence, sexual assault, and child abuse services would be able to develop their own performance measures. As a result of this work, the domestic violence programs have developed measures that are reported quarterly to both DPS and DES. The core measures for the domestic violence program include goals for:

- (1) Healing-Respond to the emotional and physical needs of crime:* Victims report an increased knowledge of services available and increased knowledge and understanding of DV and it's effects on their life and they know how to access short and long term resources that meet their emotional and safety needs

(2) *Safety-Provide victims of crime with a measure of safety and security:* Victims know how to plan for their continued safety and report that their safety has improved.

***Recommendation.***

- Consider adopting the other nationally recognized outcome measure: *To ensure that survivors are aware of community resources that they may need in the future.*

State of New Mexico  
CHILDREN, YOUTH AND FAMILIES DEPARTMENT

REC'D APR 29 2008

BILL RICHARDSON  
GOVERNOR

DIANE DENISH  
LIEUTENANT GOVERNOR



DORIAN DODSON  
CABINET SECRETARY

BILL DUNBAR  
DEPUTY CABINET SECRETARY

MARISOL ATKINS  
DEPUTY CABINET SECRETARY

April 29, 2008

David Abbey, Director  
Legislative Finance Committee  
State Capitol Building, Suite 101  
Santa Fe, New Mexico 87501

Dear Mr. Abbey,

The Children, Youth and Families has received your program evaluation review report on the Domestic Violence program administered by this department. The original reason for the audit was concerns by members of the legislature that CYFD did not have a fair and legal process for allocation of the state domestic violence funding. After the program evaluation review, we are very glad to read that none of these accusations were found to be true.

- The report clearly demonstrates that CYFD's procurement process is fair and that funding is not tied to membership or non-membership in any agency or group
- Domestic Violence TANF funds were not only spent, but HSD and CYFD are successfully providing domestic violence services to TANF eligible families.

**Funding of Domestic Violence Programs Was Sufficient for FY06 and 07.**

CYFD managed the Domestic Violence programs within the available resources in FY06 and FY07. CYFD administers the Domestic Violence program in New Mexico through a network of 32 large and small providers across the state. The balances in the program, federal and state general funds, are more a reflection of the network of providers in the state and their ability to administer effective programs. Domestic violence programs do not effectively cover much of the state and more programs are needed. With New Mexico's number four rank in the number of reported cases of domestic violence in the country, the number of programs and the effectiveness of the programs is very important.

CYFD undertakes a continual process of reallocation, this process reduces funding from

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contractors who do not appear they will fully expend contract dollars in a given fiscal year and reallocates it to programs that will fully expend their contract funding before the end of the fiscal year. This process assures, to the best of our ability, that all available contract funding is fully expended for these vital services by the end of each fiscal year.

Over the past several years the funding available for reallocation has decreased, a trend that will continue. This is a result of programs across the state being better able to serve their clients as administrative ability and program experience increases. We anticipate a continuing increase in provider spending based on changes in billing methods effective July 1, 2008. New Mexico could double its current funding and not adequately address the need.

**Use of Offender Treatment Funds Needs To Be Included In CYFD's FY10 Budget Request.**

CYFD will submit its FY10 budget request with the DVOTF included. The Domestic Violence Offender Treatment Fund (DVOTF) is funded through section 31-12-11, NMSA 1978, which is a fee of five dollars assessed and collected from a person convicted of a penalty assessment misdemeanor, traffic violation, petty misdemeanor, misdemeanor or felony offenses. The DVOTF and program has been an evolving program and adequate revenue projections have not been available since the inception of this program. As the program is evolving, a better picture of available revenues will develop, as will the need for more programs. We currently fund 20 offender treatment programs around the state and all are at capacity. With the inclusion of voluntary referral to the DVOTF and expansion to permit all court referrals, not just in cases where there has been a domestic violence conviction, during the 2008 Legislative Session, the volatility of the program will continue and a request to the LFC and Executive will be challenging. As the revenue and program picture stabilize CYFD will be able to better project revenues and expenditures and will incorporate the DVOTF into the annual budget request.

**CYFD Complied With The Procurement Process for Domestic Violence Funding.**

CYFD agrees with this assessment. CYFD maintains a comprehensive process for all department RFP's, not just domestic violence contracts. CYFD strictly follows the Procurement Code, but maintains an active staff that effectively works with all contractors to ensure not only adherence to the Procurement Codes RFP provisions, but to ensure adherence to all contract scopes of work. CYFD works with struggling programs to assist them not only in program administration, reporting on performance measures and data collection, but also to better serve clients and the state as a whole.

**Performance Measure Process Needs Improvements.**

CYFD has been trying to address the existing GAA outcome measures and the targets for the last two years. During the FY09 budget request process, the Department requested that we delete the existing outcome measures and adopt two nationally recognized outcome

April 29, 2008

measures. The suggested language addresses two goals. One goal is related to client safety and the other is related to knowledge of how to access community resources. The Department proposed these changes to the LFC. LFC agreed to delete one existing measure in FY09 and adopt a measure related to client safety. The Department will continue working with the LFC to adopt the second nationally recognized measure related to knowledge of how to access community resources.

About 10 years ago, the Department and the Domestic Violence Program recognized the need to monitor performance and manage performance data. Since there were no nationally recognized performance measures or evidence based evaluation tools (today, there are still no evidence based evaluation tools), the Department took the initiative to create its own evaluation tool and resulting performance measures. This evaluation tool was the Departments attempt at monitoring performance and managing performance data. CYFD has continued to use this evaluation tool, absent a nationally recognized evaluation tool. CYFD recognizes the evaluation tool is not evidence based and recognizes the limits of this tool. With the introduction of nationally recognized outcomes and the limits of the existing evaluation tool, CYFD is in favor of adopting the nationally recognized outcomes.

The Domestic Violence Unit has been working with a CYFD Roundtable Outcomes Measurement subcommittee, comprised of CYFD staff and Domestic Violence provider staff, to determine language to be used for the measures we are proposing to adopt.

As stated in the LFC report, the Department has communicated plans to enhance its performance-monitoring plan as part of the FY10 budget request.

I would like to thank your staff for their diligent and cooperative approach in working on this program evaluation report.

Sincerely,  
  
Dorian Dodson  
**CABINET SECRETARY**

APPENDIX A: FY06-FY08 Contract Funding by Provider

Contractor	2006 Contracts			2007 Contracts			2008 Contracts		
	Contract Amount	Total Expenditures	Contract Balance	Contract Amount	Total Expenditures	Contract Balance	Contract Amount	Total Expenditures	Contract Balance
Agency on Aging	\$ 241,227	\$ 967,042	\$ 74,185	\$ 224,542	\$ 223,115	\$ 1,487	\$ 28,500	\$ -	\$ 28,500
Alternatives to Violence	\$ 290,000	\$ 279,980	\$ 20	\$ 334,275	\$ 333,997	\$ 18	\$ 254,542	\$ 164,650	\$ 148,892
Battered Families Services	\$ 3,357	\$ 3,357	\$ -	\$ -	\$ -	\$ -	\$ 374,015	\$ 62,230	\$ 311,785
Ben Alvarado-Zamain									
Bernalillo County									
Carrizosa Battered Families Shelter	\$ 150,000	\$ 449,984	\$ 16	\$ 197,732	\$ 197,726	\$ 6	\$ 167,000	\$ 40,539	\$ 66,461
Center of Protective Environment (COPE)	\$ 470,000	\$ 431,168	\$ 38,834	\$ 706,152	\$ 700,508	\$ 5,644	\$ 706,152	\$ 371,895	\$ 334,257
Chavez County CASA									
Coalition to Stop Violence Against Native Women	\$ 190,000	\$ 884,913	\$ 5,087	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000
Community Against Violence	\$ 400,000	\$ 369,195	\$ 30,805	\$ 902,280	\$ 447,668	\$ 104,612	\$ 552,280	\$ 201,537	\$ 89,913
Crisis Center of Northern New Mexico	\$ 248,000	\$ 228,928	\$ 19,072	\$ 420,438	\$ 317,671	\$ 102,767	\$ 420,458	\$ 134,390	\$ 286,068
Daybreak Center Inc									
Desert View, Inc.									
Domestic Abuse Intervention Center	\$ 60,292	\$ 51,744	\$ 8,548	\$ 441,122	\$ 95,234	\$ 45,888	\$ 137,622	\$ 43,947	\$ 93,675
Eastern Navajo Task Force	\$ 55,000	\$ 44,395	\$ 10,605	\$ 133,333	\$ 94,545	\$ 38,788	\$ 133,333	\$ 33,298	\$ 100,035
Eight Northern Indian Pueblos									
El Puente del Socorro	\$ 286,000	\$ 285,982	\$ 18	\$ 960,533	\$ 501,380	\$ 89,473	\$ 514,053	\$ 226,288	\$ 287,765
El Refugio	\$ 328,150	\$ 328,150	\$ -	\$ 927,025	\$ 510,231	\$ 16,794	\$ 507,025	\$ 62,992	\$ 354,033
Enlace Comunitario	\$ 183,000	\$ 182,998	\$ 4	\$ 251,908	\$ 251,902	\$ 6	\$ 251,908	\$ 176,752	\$ 125,216
Esperanza Shelter for Battered Families	\$ 803,887	\$ 702,640	\$ 107,227	\$ 920,529	\$ 814,165	\$ 106,765	\$ 885,929	\$ 349,521	\$ 536,408
Family Crisis Center	\$ 600,027	\$ 517,064	\$ 82,963	\$ 750,976	\$ 528,879	\$ 222,087	\$ 745,976	\$ 204,461	\$ 511,515
Granny's House	\$ 260,000	\$ 220,000	\$ 40,000	\$ 421,908	\$ 421,944	\$ 24	\$ 420,468	\$ 138,448	\$ 282,022
Heal Deceit									
Sanctuary House, The (aka Shelter for Victims of DV)	\$ 290,000	\$ 274,120	\$ 15,880	\$ 364,370	\$ 295,651	\$ 68,922	\$ 364,373	\$ 135,806	\$ 228,767
Haven House	\$ 250,000	\$ 281,936	\$ 18,064	\$ 512,095	\$ 484,585	\$ 27,510	\$ 462,095	\$ 222,831	\$ 230,264
Heal, Inc.									
Healing House, The	\$ 247,000	\$ 215,412	\$ 31,588	\$ 229,373	\$ 189,699	\$ 49,674	\$ 281,203	\$ 96,604	\$ 204,599
Health Care & Social Asst (Tri Co. Family)									
				\$ 280,000	\$ 280,745	\$ 10,255	\$ 280,000	\$ 94,841	\$ 155,159

Contractor	2006 Contracts			2007 Contracts			2008 Contracts		
	Contract Amount	Total Expenditures	Contract Balance	Contract Amount	Total Expenditures	Contract Balance	Contract Amount	Total Expenditures	Contract Balance
Home for Women/Children (AwdzintDoo)	\$ 10,000	\$ -	\$ 90,000	\$ 90,000	\$ 134,037	\$ 25,383	\$ 159,000	\$ 57,824	\$ 101,176
HOPE Youth Services				\$ 965,000	\$ 164,157	\$ 1,843	\$ 164,100	\$ 50,052	\$ 100,048
IT							\$ 58,000		\$ 58,000
La Casa	\$ 861,000	\$ 828,836	\$ 20,165	\$ 1,110,100	\$ 1,076,711	\$ 83,389	\$ 1,110,100	\$ 490,896	\$ 619,204
Lincoln County	\$ 85,000	\$ 84,987	\$ 4	\$ 95,000	\$ 94,995	\$ 5	\$ 177,000	\$ 31,119	\$ 145,881
Media Campaign							\$ 131,130		\$ 131,130
Morning Star	\$ 633	\$ 633	\$ -						\$ -
NM Coalition Against Domestic Violence	\$ 2,020,000	\$ 2,020,000	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ 142,000	\$ 22,138	\$ 120,862
NM Legal				\$ 57,328	\$ 537,932	\$ 39,387	\$ 500,000	\$ 213,752	\$ 286,248
NM Secretary of State							\$ 100,000		\$ 100,000
Orillon	\$ 216,000	\$ 92,692	\$ 50,308	\$ 205,148	\$ 198,797	\$ 12,349	\$ 209,146	\$ 84,230	\$ 124,916
PBJ				\$ 30,000	\$ 30,000	\$ -			\$ -
Reserve, Village of Resources, Inc	\$ 150,000	\$ 149,944	\$ 56	\$ 441,000	\$ 140,352	\$ 648	\$ 139,500	\$ 54,810	\$ 84,690
Rising Point Community Services				\$ 357,085	\$ 287,924	\$ 59,171	\$ 357,895	\$ 155,749	\$ 209,146
Rio Arriba's Place	\$ 185,000	\$ 184,994	\$ 6	\$ 291,866	\$ 283,242	\$ 8,624	\$ 231,866	\$ 122,357	\$ 109,509
Roosevelt Refugee for Battered Adults	\$ 326,000	\$ 275,915	\$ 50,085	\$ 364,280	\$ 325,952	\$ 40,340	\$ 404,292	\$ 92,775	\$ 241,517
SAFE House				\$ 1,091,976	\$ 1,009,831	\$ 82,128	\$ 951,529	\$ 477,432	\$ 474,097
Samos Family				\$ 50,000	\$ 49,960	\$ 40	\$ 50,000	\$ 22,786	\$ 27,214
Santa Fe, City of (Media Campaign)							\$ 2,000		\$ 2,000
Torrance County	\$ 90,250	\$ 90,250	\$ -	\$ 900,000	\$ 86,125	\$ 3,875	\$ 99,000	\$ 32,636	\$ 66,364
Valencia Shelter for Victims of DV	\$ 270,000	\$ 243,097	\$ 26,903	\$ 345,465	\$ 331,651	\$ 13,814	\$ 315,465	\$ 159,751	\$ 155,714
Women's Community Association	\$ 867,234	\$ 867,232	\$ 2						\$ -
Zuni Pueblo				\$ 92,500	\$ 87,500	\$ 5,000	\$ 67,500	\$ 31,568	\$ 35,932
Adjustment to reconcile to A611 Tribal Balance	\$ -	\$ 1,379	\$ (1,379)						
Total	\$ 10,443,037	\$ 9,818,972	\$ 624,065	\$ 13,171,020	\$ 11,735,475	\$ 1,435,545	\$ 13,508,052	\$ 5,212,219	\$ 8,295,833

### 2005-2006 NM Coalition Against Domestic Violence Board Members

<b>Member Name</b>	<b>Organization/Affiliation</b>	<b>Location</b>	<b>Board Position</b>
Agnes Maldonado	Coalition Against Domestic Violence	Albuquerque	Executive Director
Michele Fuller	S.A.F.E. House	Albuquerque	President
Malinda Dunnam	Community Against Violence	Taos	Vice President
Gina Orona-Ruiz	La Casa - La Casa	Las Cruces	Past President
Daryl Reyner	Valencia Shelter for Victims of D V	Belen	Treasurer
Maria Morales-Loebl	El Refugio	Silver City	Secretary
Opal M. Cole	Family Crisis Center	Farmington	Parliamentarian
Carol Meriweather	Crisis Center Of Northern New Mexico	Espanola	Full Member
Kay Gomolak	COPE, Inc.	Alamogordo	Full Member
Claudia Medina	Enlace Comunitario	Albuquerque	Full Member
Erin Hagenow	Resources, Inc.	Albuquerque	Full Member
Jan Walker	Grammy's House	Artesia	Full Member
Pat Bramblett	Carlsbad Battered Family Shelter	Carlsbad	Full Member
Donna Horton	The Hartley House	Clovis	Full Member
Gina McFaul	The Healing House	Deming	Full Member
Carol Meriweather	Crisis Center Of Northern New Mexico	Espanola	Full Member
Adele Foutz	Navajo United Methodist Center	Farmington	Full Member
Barbara Lambert	Battered Family Services	Gallup	Full Member
Sheila Snodgrass	Roberta's Place	Grants	Full Member
Dinora Carrejo-Guthrie	Options Inc.	Hobbs	Full Member
Kathleen K. Jackson	Alternatives To Violence	Raton	Full Member
Dianne Torrance	Haven House	Rio Rancho	Full Member
Sherry Mumford	Roswell Refuge for Battered Adults	Roswell	Full Member
Rod Kaskalla	Peacekeepers Domestic Violence Program	San Juan	Full Member
K.C. Quirk	Esperanza; Shelter for Battered Families, Inc.	Santa Fe	Full Member
Gloria Champion	Home for Women & Children	Shiprock	Full Member
Johnnie Trujillo	El Puente	Socorro	Full Member
Robert Parks	Domestic Abuse Intervention Center	T or C	Full Member

*Source: NM Coalition Against Domestic Violence*

## 2006-2007 NM Coalition Against Domestic Violence Board Members

<b>Member Name</b>	<b>Organization/Affiliation</b>	<b>Location</b>	<b>Board Position</b>
Agnes Maldonado	Coalition Against Domestic Violence	Albuquerque	Executive Director
Malinda Dunnam	Community Against Violence	Taos	President
Fran Palochak	Board Representative	West	Vice President
<i>*Open*</i>	<i>N/A</i>	<i>N/A</i>	<i>Past President</i>
Kay Gomolak	COPE, Inc.	Alamogordo	Secretary
Johnnie Trujillo	El Puente	Socorro	Treasurer
Louise Flores	Board Representative	South	Parliamentarian
Maria Morales-Loebl	El Refugio	Silver City	Full Member
Michele Fuller	S.A.F.E. House	Albuquerque	Full Member
Gina Orona-Ruiz	La Casa	Las Cruces	Full Member
Shoshanna Avrishon	Valencia Shelter for Victims of D V	Belen	Full Member
Opal M. Cole	Family Crisis Center	Farmington	Full Member
Carol Meriweather	Crisis Center Of Northern New Mexico	Espanola	Full Member
Claudia Medina	Enlace Comunitario	Albuquerque	Full Member
<i>*Open*</i>	Resources, Inc.	Albuquerque	Full Member
Jan Walker	Grammy's House	Artesia	Full Member
Pat Bramblett	Carlsbad Battered Family Shelter	Carlsbad	Full Member
Donna Horton	The Hartley House	Clovis	Full Member
Gina McFaul	The Healing House	Deming	Full Member
Carol Meriweather	Crisis Center Of Northern New Mexico	Espanola	Full Member
Adele Foutz	Navajo United Methodist Center	Farmington	Full Member
Barbara Lambert	Battered Family Services	Gallup	Full Member
Sheila Snodgrass	Roberta's Place	Grants	Full Member
Dinora Carrejo-Guthrie	Options Inc.	Hobbs	Full Member
Kathleen K. Jackson	Alternatives To Violence	Raton	Full Member
Dianne Torrance	Haven House	Rio Rancho	Full Member
Sherry Mumford	Roswell Refuge for Battered Adults	Roswell	Full Member
Rod Kaskalla	Peacekeepers Domestic Violence Program	San Juan	Full Member
K.C. Quirk	Esperanza; Shelter for Battered Families, Inc.	Santa Fe	Full Member
Gloria Champion	Home for Women & Children	Shiprock	Full Member
Robert Parks	Domestic Abuse Intervention Center	T or C	Full Member

## 2007-2008 NM Coalition Against Domestic Violence Board Members

Member Name	Organization/Affiliation	Location	Board Position
Sherry Spitzer	Coalition Against Domestic Violence	Albuquerque	Interim-Executive Director
Fran Palochak	Judicial Manager NM Courts/Community Rep West	Gallup	President
Michele Fuller	S.A.F.E. House/Program Rep Central	Albuquerque	Secretary
Gina Orona-Ruiz	La Casa/Program Rep East	Las Cruces	Treasurer
Barbara Lambert	Battered Family Services/Program Rep West	Gallup	Member
Malinda Dunnam	Community Against Violence/Program Rep North	Taos	Member
Rod Kaskalla	Peacekeepers Domestic Violence Program/Program Rep – Large North	San Juan	Member
Coleen Widell	H.E.A.L./Program Rep South	Ruidoso	Member
Eulalia J. Lucero	Probation Officer for Pueblo of Isleta/Community Rep Central	Pueblo of Isleta	Member
Geno Zamora	Private Attorney/ Community Rep - North	Santa Fe	Member
<i>*Open*</i>	Community Rep South	South	Member