

New Mexico Multi-Agency DWI Strategic Plan

Governor's Statewide Multi-Agency
DWI Strategic Planning Team

December 2003

Planning Process Design and Facilitation by:

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CORRECTIONS DEPARTMENT**

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Secretary of Corrections

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Willie Marquez, Corrections Industries

Joe Thergood, Corrections Academy

Tony E. Marquez Jr., Administrative Services

December 15, 2003

Honorable Bill Richardson, Governor
State of New Mexico
State Capitol, Rm. 400
Santa Fe, NM 87501

Mr. David Contarino, Chief of Staff
Office of the Governor
State Capitol, Rm. 400
Santa Fe, NM 87501

Mr. Bryon Paez
Director of Cabinet Affairs
Office of the Governor
State Capitol, Rm. 400
Santa Fe, NM 87501

Mr. Bob Schwartz
Crime Policy Advisor
Office of the Governor
State Capitol, Rm. 400
Santa Fe, NM 87501

Dear Sirs:

Enclosed is the statewide Multi-Agency DWI Strategic Plan that was recently finalized. This document is the product of several agencies, both executive and judicial, working toward a common goal: "Eliminate New Mexico's DWI problem by utilizing everyone as part of the solution."

We are deeply grateful for the tireless, collaborative work of the seventy individuals from both inside and outside of New Mexico State Government who contributed countless hours to advance a common goal shared by all New Mexicans.

The following is a brief summary of the top strategic priorities of this planning effort:

1. Develop a comprehensive DWI data system
2. Create the position of a statewide DWI Coordinator
3. Balance funding for all state agencies in DWI process
4. Fund the costs of mandatory sentencing to the criminal justice system
5. Develop a statewide vehicle forfeiture initiative
6. Increase funding for law enforcement equipment and personnel
7. Increase DWI checkpoint operations

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8. Establish performance criteria for treatment and other DWI interventions
9. Develop an electronic scheduling process to streamline DWI adjudication
10. Create a state-wide DWI prevention media campaign
11. Expand DWI/Drug Courts

In addition to the recommendations contained within, the multi-agency group would like to make a final recommendation that a committee similar to this continue to oversee the work that will be done to accomplish the goals set forth by your administration. Finally, I would also like to thank Bob Schwartz for providing his assistance to the planning team.

Sincerely,



Joe R. Williams
Secretary of Corrections

attachment

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Planning Team Participants

Approximately seventy stakeholders from within and outside of New Mexico state government participated in the planning sessions. Participants worked with colleagues from their respective perspectives and in groups crossing diverse perspectives. The report that follows is the culmination of the many contributions made by the following individuals who participated in the DWI strategic planning process:

Michael Archibeque, Administrative Office of the Courts
Linda Atkinson, DWI Resource Center
Ginger Baker, Scientific Laboratory Division
Peter Bochert, Administrative Office of the Courts
Pam Brown, Department of Corrections
Joyce Bustos, Administrative Office of the District Attorney
Raye Byford, City of Santa Fe
Ricardo Campos, Highway and Transportation Department
Adan Carriaga, Bernalillo County
Barbara Chatteyee, Department of Health
Rick Chavez, Highway and Transportation Department
Jim Davis, University of New Mexico
Thomas DeMartino, Public Defender
Joseph Dorn, Children, Youth and Families Department
Scott Ford, Department of Public Safety
James Gilson, Sandoval County
Fern Goodman, Administrative Office of the Courts
David Hanna, Department of Finance and Administration
Judith Harmon, Department of Health
Janetta Hicks, Administrative Office of the District Attorney
Terry Hueraz, Mothers Against Drunk Driving
Alan Ho, Department of Transportation
Karen James, Administrative Office of the Courts
Karen Janes, Administrative Office of the Courts
Virginia Jaramillo, Highway and Transportation Department
Carolyn Johnson, University of New Mexico
Joyce Johnson, Department of Finance and Administration
Sarah Kerrigan, Scientific Laboratory Division
Charles King, Department of Corrections
Martin Klehn, Counseling Services
Mike Landen, Department of Health
Beth Leopold, Department of Health
James Lomb, Department of Public Safety
Frank Magourilos, Santa Fe County

Planning Team Participants continued

Pam Martin, Department of Health
Maria Martinez, Division of Motor Vehicles
Jeanne Masterson, Children, Youth and Families Department
Margaret McLean, Attorney General's Office
Ada Pecos Melton, American Indian Development Association
Robert Mitchell, San Juan County
David Mills, Scientific Laboratory Division
Ralph Odenwald, Public Defender
Marilyn Ortega, Alcohol and Gaming
Mark Pickle, Bernalillo County Metro Court
Maureen Rene, Administrative Office of the Courts
Kelly Roberts, Mothers Against Drunk Driving
Anthony Robbin
Gabe Romero, Department of Public Safety
Paul V. Romero, Department of Health
Dick Roth, Santa Fe County DWI Resource Center
Curt Sanchez, Division of Motor Vehicles
Cynthia Sandens, Administrative Office of the Courts
Michael Sandoval, Highway and Transportation Department
Curt Sanchez, Division of Motor Vehicles
Erma Sedillo, Department of Corrections
Faron Segotta, Department of Public Safety
Warren Sigal, Second Judicial District Attorney's Office
David Sims, Santa Fe County
Jim Stoker, Bernalillo County Metro Court
Bob Schwartz, Governor's Office
Gary Tamada, Alcohol and Gaming
Christine Thomas, Department of Highway and Transportation
Annjenette Torres, Children, Youth and Families Department
Connie Torres, Division of Motor Vehicles
Steven Wall, American Indian Development Association
George Wallace, Department of Health
Steve Wentworth, DWI Resource Center
Glen Wieringa, Department of Health
Dan Williams, Department of Health
Harold P. Zuni, Department of Public Safety

1. The Planning Charge

After the new administration began, three cabinet secretaries from Departments of Health, Public Safety and Corrections were approached by the Governor's staff in February of 2003 to develop a statewide Driving While Intoxicated (DWI) strategic plan. The Corrections Department took the lead to host all of the meetings that involved officials from all interested and involved agencies. The group called themselves the Governor's Statewide Multi-Agency DWI Strategic Planning Committee.

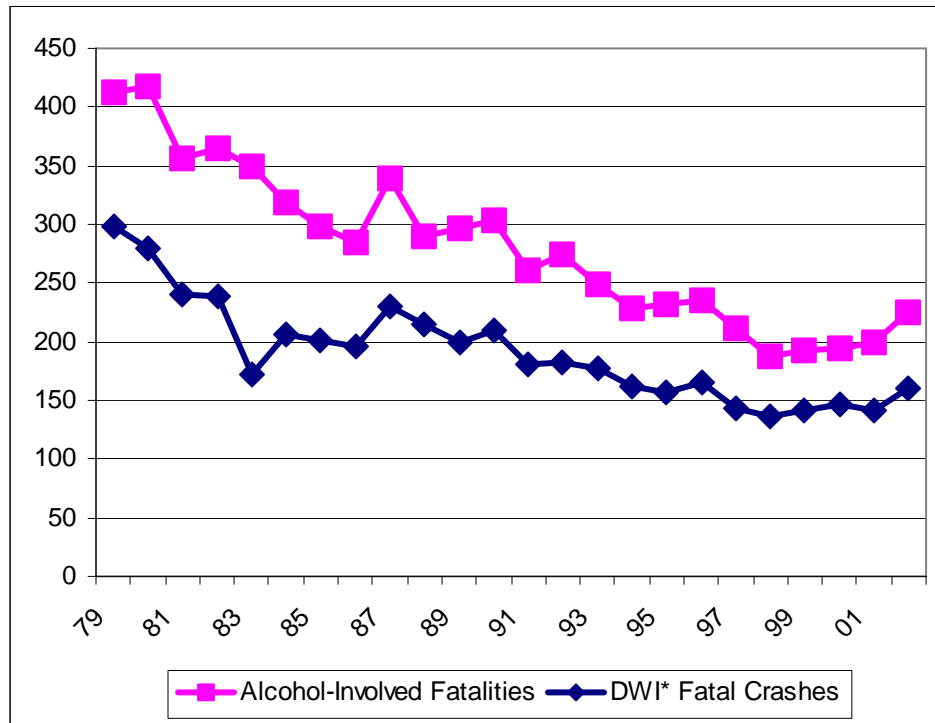
The Corrections Department and the Transportation Services Division were able to utilize contract money from their budgets to hire a facilitator to coordinate the enormous amount of ideas generated from these meetings to a comprehensible format. Every meeting had 40 or more agency representatives to address this difficult problem.

Many thanks to all the cabinet secretaries and the Governor's staff for donating their staff or their own time in developing this statewide comprehensive DWI strategic plan.

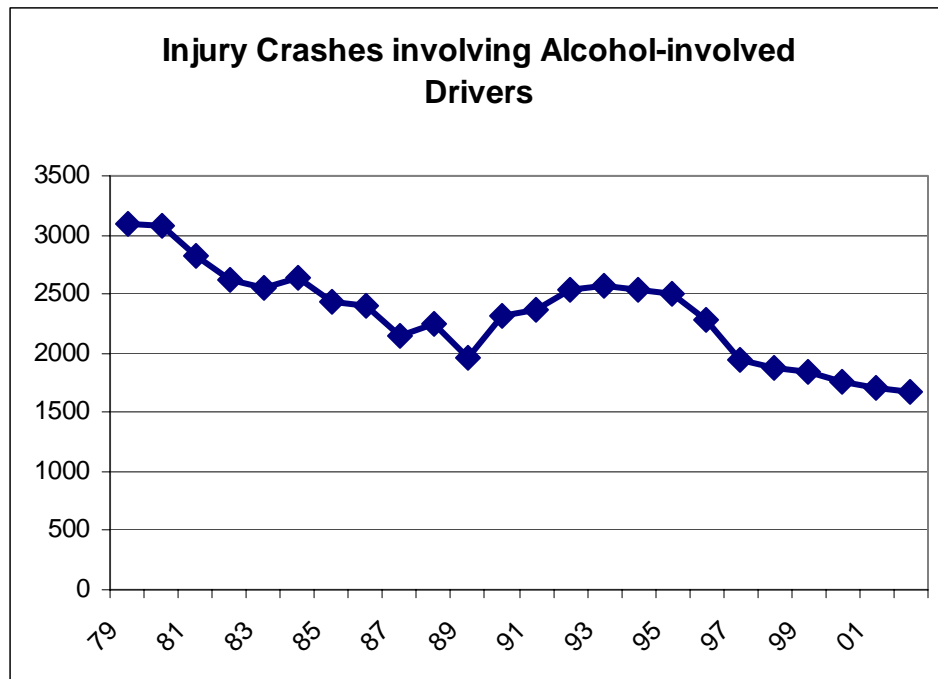
2. History and Background of DWI in New Mexico

- ❖ DWI has been recognized as a major traffic safety problem for many years, both in NM and nationally. The Alcohol Safety Action Programs of the early 1970s were among the earliest anti-DWI efforts on the national level.
- ❖ In 1979 and 1980 – the earliest years for which we have good alcohol data on crashes – there were more than 400 alcohol-involved fatalities per year. Alcohol was involved in 2/3 of all traffic fatalities.
- ❖ In 1984, Administrative Revocation for Blood Alcohol Contents (BACs) over .10 was implemented, as was the per-se standard for DWI (also .10).
- ❖ A high-profile DWI fatal crash on Christmas Eve 1992 galvanized public opinion around DWI. The next few years were a particularly intense period for anti-DWI legislation and programs. A good summary can be found in “Evaluation of Changes in New Mexico's Anti-DWI Efforts” (Lacey & Jones, 2000), which is on the web at http://www.nhtsa.dot.gov/people/injury/research/NewMexico_dwi.html.
- ❖ Alcohol-involved fatalities declined fairly steadily from 1979 to 1998, falling from 413 in 1979 to 188 in 1998, even though the population of New Mexico grew by almost 50% over that period. From 1982 (the earliest comparable nationwide data) through 1993, New Mexico had the highest rate among states of alcohol-involved fatalities per 100,000

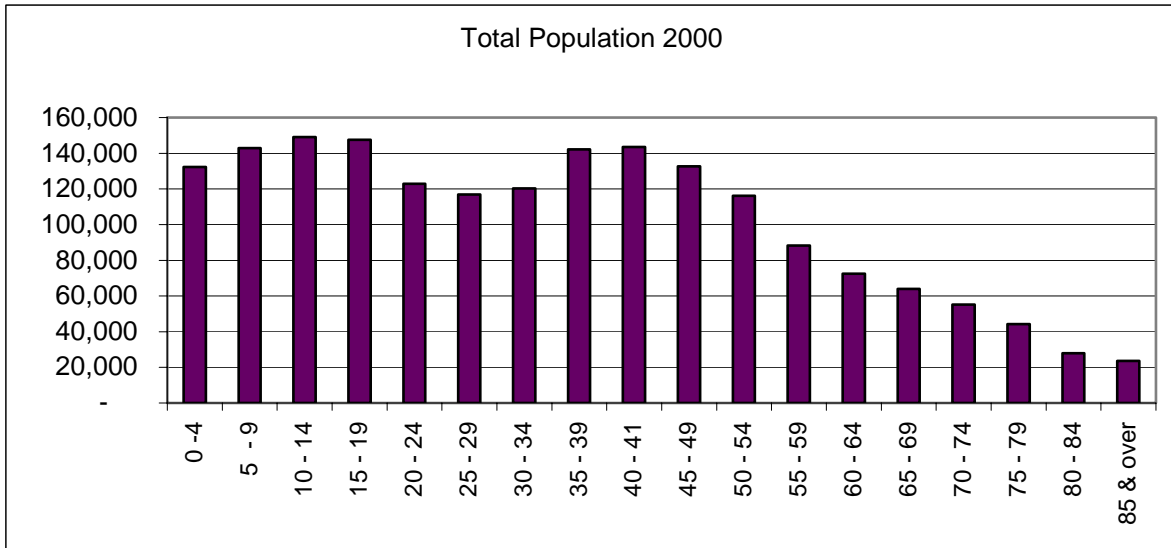
population. Other traffic safety efforts, such as increasing seat belt use, safer cars and better roads all contributed to this decline



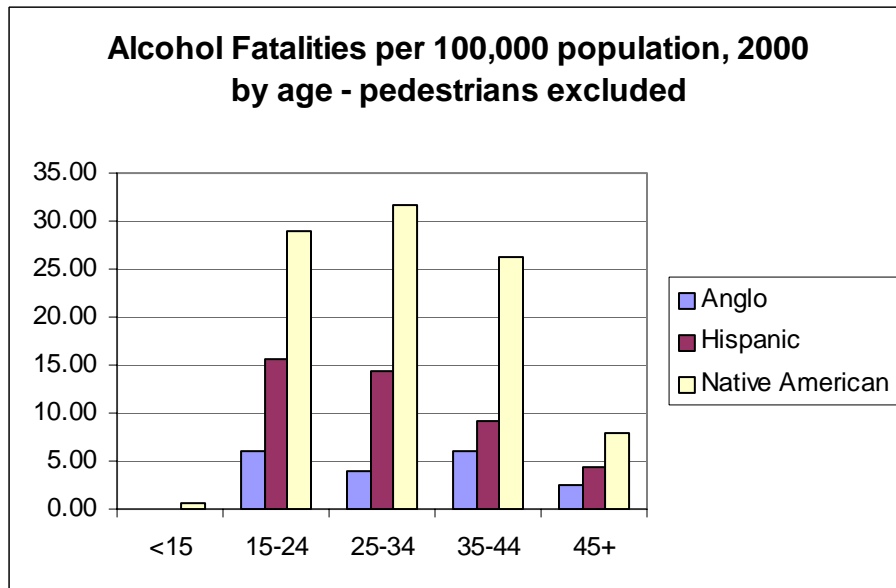
- ❖ Since 1998, the number of alcohol-involved fatalities has risen slowly, both in NM and nationally. In NM, the number of alcohol-involved fatalities rose to 225 in 2002. This appears to be a one-time spike rather than a trend, as the projected number of alcohol-involved fatalities for 2003 is 207. The increase in alcohol-involved fatalities over this period is roughly in line with the increase in population.
- ❖ Injury crashes in which a driver was alcohol-involved (DWI* injury crashes) declined from 1993 through 2002, although the rate of decrease has slowed in the last few years.



- ❖ After a peak in 1993-1995, DWI arrests have averaged around 20,000 per year. With the decline in DWI* injury crashes, the number of arrests per crash has risen from 8.1 in 1992 to 11.6 in 2002.
- ❖ By 1998, the last of the baby-boom generation had turned 35 and the number of people in the “party years” (age 18-34) was at a minimum. The leading edge of the echo-of-the-baby-boom generation was just entering the party years in 2000. Over the next 15 years, the number of people between 18 and 34 will grow steadily. This is the age group most at risk for DWI and alcohol-involved crashes.

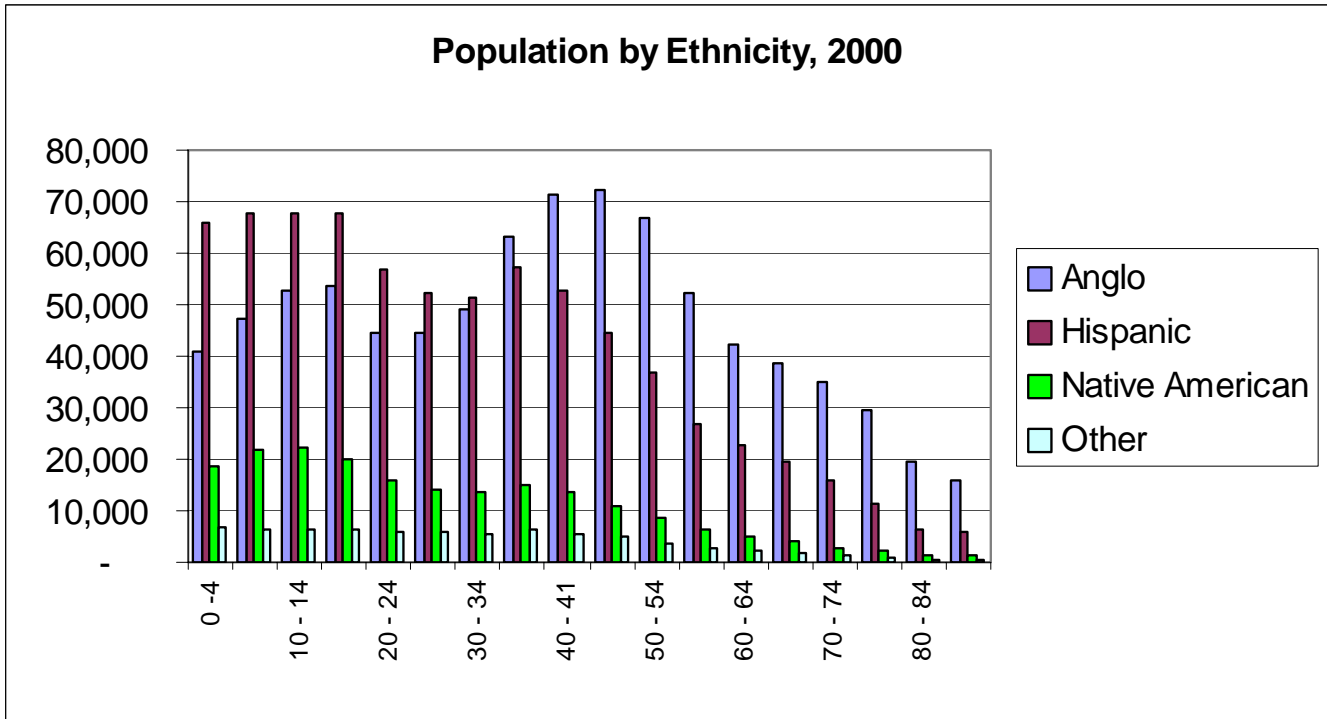


❖ The Hispanic and Native American populations have much higher rates of alcohol-involved fatalities than the Anglo population. Although the rates for all three main ethnic groups declined by 55% between 1988 and 2000, the disparity among those rates remained constant. This finding is from a recent study by Guerin and Davis titled “Motor Vehicle Related Deaths in New Mexico: Alcohol and Ethnicity”, which is available on the web at <http://www.nmlocalgov.net/spb/pdf/alcoholethnicity.pdf>.



❖ The younger population is more heavily weighted to the Hispanic and Native American populations than it has been in the past. Fully half of the Native American population

was under age 25 in 2000, along with 40% of the Hispanic population. The corresponding figure for the Anglo population was 25%.



- ❖ This population dynamic can be expected to put upward pressure on the number and rate of DWI fatalities and crashes. As the number of people in the higher-risk categories grows, the number of DWI fatalities and crashes can be expected to increase.
- ❖ Summary: There has been huge progress on the issue of DWI over the past 25 years in New Mexico. The numbers of DWI crashes and fatalities have decreased greatly, even though the population has grown. Changes in the population age structure as the Echo generation ages into the party years can be expected to provide a challenge for anti-DWI efforts over the next 5 to 15 years

3. Planning Process Overview

The New Mexico Multi-Agency DWI Strategic Plan is the result of a collaborative effort of diverse stakeholders who are involved in addressing the DWI issue in New Mexico. A series of five meetings was held between mid-July and early December. Process design and facilitation were guided by the following organizing principles:

- involved diverse stakeholders
- encouragement of diverse perspectives

- value of all voices
- highlighting and enhancing what is working,
- encouragement of innovation,
- focus on the future
- promotion of commitment, rather than compliance.

Cross agency planning was a critical component of the planning process. The New Mexico Multi-Agency DWI Strategic Plan was crafted through the active involvement of more than seventy various stakeholders. Participants included representatives from the State of New Mexico's Departments of Health, Corrections, Public Safety, Transportation, Children, Youth and Families, Attorney General's Office, Public Defender, Finance Administration, Alcohol and Gaming, also Division of Motor Vehicles, Administrative Office of the Courts, Mothers Against Drunk Driving, local District Attorney's offices, the University of New Mexico, Native American Pueblos, non-profits such as the DWI Resource Center, local government entities such as law enforcement, treatment and prevention programs.

At the initial meeting, the initial planning group was given the charge of developing a multi-agency DWI strategic plan for New Mexico. At that meeting participants voiced their hopes for the planning process, imagined "likely futures" if nothing were changed, discussed desired futures, and identified additional stakeholders to be involved in the planning process.

At the second meeting participants engaged in a dialogue regarding successful efforts to impact the DWI issue. Participants were then asked:

Imagine it is the year 2008 -- the State of New Mexico is being recognized by the National Highway Safety Council for the most significant reduction in DWI deaths and injuries by any state in the country. What were the key strategies, initiatives, programs, projects, or changes that created the comprehensive statewide plan to successfully address DWI's in our state?

From the identified strategies and initiatives, ten theme areas were identified: four core strategic areas (law enforcement, adjudication, prevention, and treatment and rehabilitation) and six supportive strategic areas (data collection, systems planning, funding and resources, training and skill development, technology, and collaboration). Small groups then brainstormed and prioritized possible approaches and initiatives for each strategic area.

At the third meeting (in small groups) participants developed an all-encompassing vision statement for the New Mexico Multi-Agency DWI Strategic Plan; identified and reported on

what the data indicates is working to address the DWI issues; discussed how the DWI Strategic Plan could be implemented in a collaborative manner, and brainstormed new and innovative ideas to address the DWI issues. Finally, in small groups, participants completed implementation worksheets for up to five initiatives for each of the four core strategic areas.

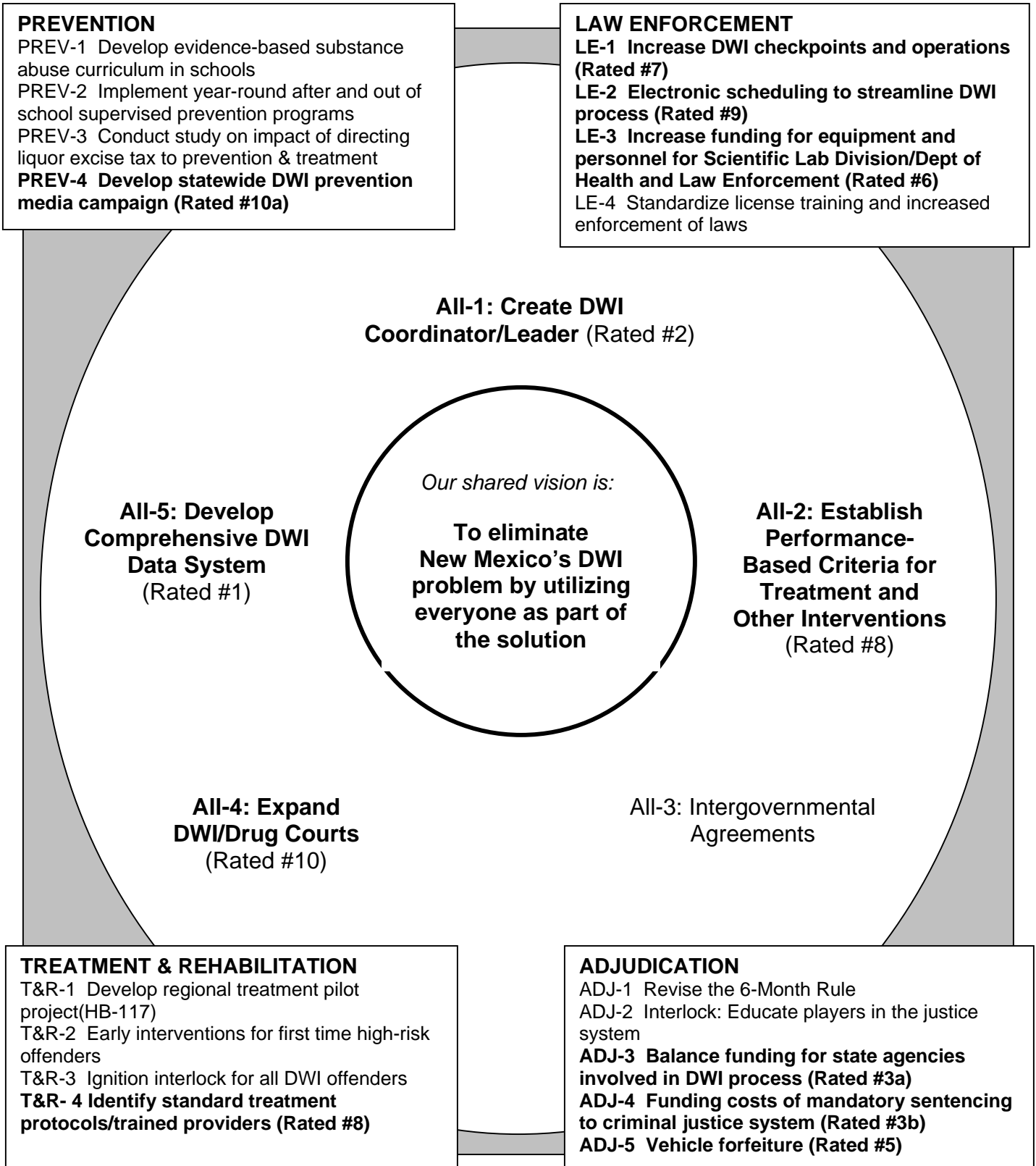
At our fourth meeting in late August, a wrap-up group refined the priority initiatives for each of the four core strategy areas. After reviewing the lists of initiatives, the group identified four core and six supportive initiatives that were either innovative or appeared in at least three of the strategic areas. From that list, five additional initiatives were prioritized for developing implementation plans.

In early September a preliminary report was drafted by the consultants and forwarded to the Governor's Office for comments and feedback. Criminal justice advisor to the Governor, Bob Schwartz, upon review requested that our planning group cost estimates as well as a prioritization of our strategic initiatives.

In November a cross-agency sub-team of planning participants was convened to review a set of preliminary cost estimates that had been developed by staff members, Dave Hanna and Joyce Johnson of the Department of Finance Administration. In early December, we reconvened our planning team to review these cost estimates and identify our strategic priorities. (The planning team's "Top 10" Strategic Initiatives can be found on page twelve of this report.)

4. Strategic Plan Overview

New Mexico DWI Strategic Plan Overview



5. List of Strategic Initiatives

The New Mexico Multi-Agency DWI Strategic Planning Process identified twenty-two Strategic Initiatives to support our vision **to eliminate New Mexico's DWI problem by utilizing everyone as a part of the solution.** The following is a list of the Task Force's priority initiatives broken down into the four core strategic areas: Prevention, Law Enforcement, Adjudication and Treatment and Rehabilitation.

Prevention (PREV)

- PREV-1 Develop and implement evidence-based substance abuse curriculum in schools
- PREV-2 Implement year-round after and out of school supervised prevention programs
- PREV-3 Conduct study on impact of directing liquor excise tax to prevention and treatment
- PREV-4 Develop statewide DWI prevention media campaign

Law Enforcement (LE)

- LE-1 Increase DWI checkpoints and operations
- LE-2 Electronic scheduling to streamline DWI process
- LE-3 Increase funding for equipment and personnel for Scientific Lab Division/ Department of Health and law enforcement
- LE-4 Standardize license training and increased enforcement of laws

Adjudication (ADJ)

- ADJ-1 Revise the 6-Month Rule
- ADJ-2 Interlock: educate players in the justice system
- ADJ-3 Balance funding for state agencies involved in DWI process
- ADJ-4 Fund costs of mandatory sentencing to criminal justice system
- ADJ-5 Vehicle forfeiture

Treatment and Rehabilitation (T&R)

- T&R-1 Develop regional treatment pilot project (HB-117)
- T&R-2 Early interventions for first time high-risk offenders
- T&R-3 Ignition Interlock for all DWI offenders
- T&R-4 Identify standard treatment protocols/trained providers

In addition, the Task Force identified five strategic initiatives that were highlighted as impacting or strengthening all of the four Core Strategic Areas (Prevention, Law Enforcement, Adjudication and Treatment and Rehabilitation).

Strengthens All Areas (ALL)

- ALL-1 Create state-level position of DWI Coordinator
- ALL-2 Establish performance for treatment and other interventions
- ALL-3 Develop intergovernmental agreements
- ALL-4 Expand DWI/Drug Courts
- ALL-5 Establish comprehensive DWI data system

6. Cost Estimate Overview

Costs to Implement The New Mexico Multi-Agency DWI Strategic Plan

Strategic Area	Strategic Initiatives	Primary Agency/ Responsible Person	Judicial Approval	Legislative Approval	Short Term: Cost 1 st Year	Long Term: Cost per Yr; Years 2 - 5	
1	ADJ-1 6 month rule	Rules Committee/Supreme Court	yes	no	\$ 0	0	
2	ADJ-2 Ignition Interlock Education for Judicial System Players	Judicial System/Dick Roth & IPL	no	no	60,000	60,000	
3	ADJ-3 Balance funding for state agencies involved in DWI process (DWI Program Fund Section 6-4-8.)	Governor, Legislature/Bob Schwartz	yes	yes	5,000,000	5,000,000	
4	ADJ-4 Fund costs of mandatory sentencing to criminal justice system.	Governor, Legislature/Bob Schwartz	no	yes	5,000,000	5,000,000	
5	ADJ-5 Vehicle Forfeiture	Governor, Legislature/Bob Schwartz	no	yes	500,000 Fees collected could offset these costs	0	
6	LE-1 Increase checkpoints Operations.	Governor, Legislature, TSB/Mike Sandoval	no	yes	1,200,000	1,200,000	
7	LE-2 Electronic scheduling to streamline DWI adjudication process.	AOC/Gina Maestas	yes	no	200,000	3,000,000	
8	LE-3 Increased funding for equipment & personnel for Scientific Lab Division/DOH and law enforcement	DOH/SLD/Sarah Kerrigan, Law Enforcement (state & Local)	no	yes	1,000,000	3,000,000	
9	LE-4 Standardized Liquor License Training & Increased Enforcement of Established Laws	Alcohol & Gaming Division/Gary Tomada	no	yes	518,000 About \$250,000 in fees per year deposited to Gen. Fund will offset this	518,000	
10	Prev-1 Develop & implement evidence based substance abuse curriculum in schools	Requires policy change at state level adding Health Education to the curriculum. Public Education Dept. & BHS/DOH/Kristine Meurer & Don Maestas	no	yes	0	1,000,000	
11	Prev-2 Implement year round After & Out of School supervised and structured program – prevention	Public Education Dept/Lonnie Barraza or Kristine Meurer; DOH School Health	no	yes	100,000	5,000,000	
12	Prev-3 Study on Impact of Directing Liquor Excise Tax 100% to DWI Prevention, Treatment & Aftercare	Governor, Legislature/Bob Schwartz	no	yes	20,000	0	
13	Prev-4 Develop Statewide Prevention Media Campaign	BHSD/DOH/Dan Maestas or TSB/Mike Sandoval	no	yes	300,000	1,000,000	
14	T&R-1 Regional Treatment Pilot	DOH/Pam Martin	yes	yes	2,000,000	3,350,000	
15	T&R-2 Early Intervention 1 st Time High Risk	DOH/DFA/Pam Martin	no	yes	500,000	1,000,000	
16	T&R-3 Ignition Interlock for All DWI Offenders	TSB/Dick Roth	no	yes	2,400,000	2,400,000	
17	T&R-4 Identify Standard Treatment Protocols/Train Providers	DOH/Pam Martin	no	no	100,000	100,000	
18	All-1 Create State Level DWI Coordinator	Governor/Bob Schwartz	no	yes	350,000	350,000	
19	All-2 Establish Performance –Based Criteria for Treatment & Other Interventions	DOH/DFA/Pam Martin	no	no	150,000	150,000	
20	All-3 Intergovernmental Agreements	Governor/Bob Schwartz	no	no	500,000	300,000	
21	All-4 Expand DWI & Drug Courts	AOC/Gina Maestas	yes	yes	3,000,000	3,000,000	
22	All-5 Develop Comprehensive DWI Data System		yes	yes	5,000,000	5,000,000	
					(Note: Planning Team “Top 10” Priorities Are Bolded)	\$ 27,898.00	\$ 40,428,000

7. “Top 10” Strategic Initiatives

On December 2, 2003, the Governor’s Statewide Multi-Agency DWI Strategic Planning Committee met to finalize and prioritize the twenty-two strategic initiatives developed by participants. After discussion and clarification of the preliminary report, each stakeholder group was asked to rank from 1-10 the ten strategies their group felt would have the greatest impact upon the realization of the team’s shared goal: *To eliminate New Mexico’s DWI problem by utilizing everyone as a part of the solution.* Those top priority rankings are listed below. Please note that there were ties for the third and tenth ranked initiatives. For a more detailed description of these strategic initiatives, the reader should refer to Appendix A of this report.

1. Develop a comprehensive DWI data system
2. Create the position of a statewide DWI Coordinator
- 3a. Balance funding for all state agencies in DWI process
- 3b. Fund the costs of mandatory sentencing to the criminal justice system
5. Develop a statewide vehicle forfeiture initiative
6. Increase funding for law enforcement equipment and personnel
7. Increase DWI checkpoint operations
8. Establish performance criteria for treatment and other DWI interventions
9. Develop an electronic scheduling process to streamline DWI adjudication
- 10a. Develop a state-wide DWI prevention media campaign
- 10b. Expand DWI/Drug Courts

8. Potential Funding Strategy

The New Mexico Multi-Agency DWI Strategic Planning Team has endorsed paying for all of the recommendations contained in this report by increasing alcohol taxes by five cents per drink. For each penny of tax increase, approximately \$7.6 Million in revenue will be generated. It is logical to pay for the costs of these DWI recommendations by taxing the product that contributes to, if not causes, the State’s \$1.2 Billion in DWI related costs each year. Further, the recent federal report, Reducing Underage Drinking: A Collective Responsibility, produced by the prestigious National Academy of Sciences Institute of Medicine recommended that the tax rate for all alcoholic beverages be indexed to the Consumer Price Index to keep pace with inflation without the necessity of further legislative action.

9. Consultants' Recommendations

The collective themes of the New Mexico Multi-Agency DWI Strategic Planning Process were collaboration and commitment. The planning process facilitated the active participation and collaboration of a diverse stakeholder group and establishes a foundation to move from mere compliance to the commitment and buy-in of those stakeholders essential to the successful implementation of the plan. The following recommendations will sustain the expansion of these themes as we move toward statewide implementation of the DWI Strategic Plan:

1. This initial planning process can serve as a framework for a statewide implementation strategy that involves New Mexico's diverse communities. Collaborative regional and local implementation planning, which includes the participation of diverse stakeholders is essential to local buy-in, commitment and follow-through.
2. Building local and regional collaborative capacities (skills training and coaching) will support and sustain implementation.
3. Funding of the overall plan should be tied to planning and a collaborative structure
4. If these initiatives are to be successful, there is a need for a statewide DWI Coordinator supported by a multi-agency task force
5. The strategies and cost estimates identified in this report were developed as just that, a series of strategies with cost estimates. Based on which strategies are actually chosen for implementation, it is recommended that clearly defined set of action plans accompanied by detailed budgets be developed by all of the stakeholders who will share implementation responsibilities for these strategic initiatives.
6. Finally, this plan does not include an in-depth feasibility assessment of the recommended strategic initiatives. Strategic initiatives should be reviewed regarding cost factors and budget requirements and feasibility.

Appendix A: Strategic Implementation Plans

This final report concludes with the Implementation Worksheets for the 22 priority strategies and initiatives identified by the Task Force. Each of the worksheets contains the following content areas:

1. The strategic area
2. A brief description of the initiative
3. Requirements of the initiative (judicial approval, legislative approval, or a new or changed appropriation)
4. A specific, measurable, and achievable goal for the initiative
5. A list of key stakeholders, possible allies, and critical players
6. Current and potential funding sources
7. A list of additional resources that are needed
8. Key action steps -- short term, long term, and first steps
9. Evaluation components that are performance/outcome based

Strategic Area: Adjudication (ADJ-1)

Initiative: Revise the 6-Month Rule

- 1. Initiative Goal (specific, measurable, achievable):**
Encourage rules committee and Supreme Court to solve the Problem of the 6-Month Rule.
- 2. Stakeholders/Allies/Critical Players:**
Defense
Prosecution
Courts
- 3. Current and Potential Funding Sources:**
Name known
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
None
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Meet and evaluate rule
 - B. Long Term (one to four years)**
 1. Improve system and resolve issue
 2. Cases decided on merits
 3. Reduce DWI's
 - C. First Steps (First things to do to move this forward)**
- 6. Evaluation Component (performance/outcome-based strategy)**
Track number of cases dismissed on the 6-month rule.
Need now and later

Does it require?
Judicial Approval: <u>yes</u>
Legislative Approval: <u>no</u>
New or Changed: <u>no</u>
Appropriation

Strategic Area: Adjudication (ADJ-2)

Initiative: Interlock: Educate Players in Judicial System

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>no</u>
New or Changed: <u>yes</u> Appropriation

1. Initiative Goal (specific, measurable, achievable):

To install interlocks on the cars of all DWI offenders for the duration of their probation. Educate players in judicial system (judges, district attorneys, defense attorneys, parole officers, tribal leaders, about new interlock law and the importance of punishing offenders who drive without interlock when they're supposed to have one.

2. Stakeholders/Allies/Critical Players:

Offenders, judicial system, victims, general public, providers, employers

3. Current and Potential Funding Sources:

Judicial Education Commission, Transportation Safety Bureau and Health Department, Providers, Motor Vehicle Division, National Judicial College, Department of Finance Administration

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Dick Roth

5. Key Action Steps

A. Short Term (less than a year)

1. Issue invitations to interlock providers for magistrate training in Sept. (for instance)
2. Get training for judges, officers, police officers, tribes, defense attorneys, Continuing Legal Education for District Attorneys to understand and enforce the driving while revoked laws
3. Increase and enhance communication between state agencies

B. Long Term (one to four years)

1. Keep good statistics on interlock to keep track of how it is working, whether it keeps people from repeating.
2. Legislative action to broaden scope
3. Increase state resources

C. First Steps (First things to do to move this forward)

Get financial support for training and research

6. Evaluation Component (performance/outcome-based strategy)

Because we will keep good stats, on interlock, we will be able to see the relationship between judicial participation and reductions in recidivism, if any.

Strategic Area: Adjudication (ADJ-3)

Initiative: Balanced funding for state agencies involved in DWI process (DWI Program Fund 6-4-8)

Does it require?

Judicial Approval: yes

Legislative Approval: yes

New or Changed: yes
Appropriation

1. Initiative Goal (specific, measurable, achievable):

Increase funding for magistrate court clerks, funding for probation officers or compliance monitors, funding for law enforcement, funding to support electronic data exchange

2. Stakeholders/Allies/Critical Players:

Courts, public, victims, tribes, District Attorneys, Public Defenders, Motor Vehicle Division, law enforcement, DWI Councils

3. Current and Potential Funding Sources:

Local DWI councils	Recycling fee on all bottles
General fund	Tribal casino revenues paid to state
Excise taxes	

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Space, more personnel, continuous training for compliance officers

5. Key Action Steps

A. Short Term (less than a year)

1. Support legislation for DWI clerks
2. Approach counties to start / expand county compliance officers
3. Needs assessment to include tribes

B. Long Term (one to four years)

1. Develop interagency approach to legislature
2. Eliminate unsupervised probation

C. First Steps (First things to do to move this forward)

6. Evaluation Component (performance/outcome-based strategy)

- Monitor county compliance monitoring
- Reduce number of offenders on unsupervised probation
- Correlate number of cases dismissed on six-month rule with resource problems in court, Public Defenders and District Attorneys

Strategic Area: **Adjudication (ADJ-4)**

Initiative: **Fund costs of mandatory sentencing to criminal justice system**

Does it require?

Judicial Approval: no

Legislative Approval: yes

New or Changed: yes
Appropriation

1. Initiative Goal (specific, measurable, achievable):

Increase funding to support mandatory sentencing

2. Stakeholders/Allies/Critical Players:

Offender	Jails/prison	DWI Councils
Public Defender	District Attorneys	Treatment providers
General public	probation	Tribal Probation Officers
Tribes	Tribal judicial systems	
Victim	Courts	

3. Current and Potential Funding Sources:

Legislative appropriation, court fees, federal grants, alcohol taxes, probation fee, interlock indigent fund

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

New facilities for incarceration plus treatment
Alternative sentencing technology plus personnel

5. Key Action Steps

A. Short Term (less than a year)

1. Go to Department of Finance Administration and or Legislative Finance Committee to get the data to show the true costs of unfunded mandates
2. Get Governor on board for \$\$
3. Get Legislature on board

B. Long Term (one to four years)

1. Research cost of unfunded jails, treatment, etc., in offenders slipping through cracks
2. Continually reinforce to legislature the importance of good working program
3. Change law that specifies the 10-year “denial of license” **is** a revocation, subject to the provisions of the sanctions for driving while revoked.

C. First Steps (First things to do to move this forward)

6. Evaluation Component (performance/outcome-based strategy)

Because we have also recommended a “tracking of sentence compliance project,” we will be able to track the differences between poorly funded mandates and fully funded mandates.

Strategic Area: Adjudication (ADJ-5)

Initiative: Vehicle Forfeiture

Does it require?

Judicial Approval: no

Legislative Approval: yes

New or Changed: yes
Appropriation

1. Initiative Goal (specific, measurable, achievable):

Pass legislation that allows development of minimum standards for vehicle forfeiture programs implemented at the state, county and/or municipal level, modeled on the City of Albuquerque programs that are uniform and standardized statewide. Establish statewide program.

2. Stakeholders/Allies/Critical Players:

Governor, Motor Vehicle Division, Law Enforcement—local, county, state, tribes Department of Public Safety, Advocates, Attorney General, and local communities.

3. Current and Potential Funding Sources:

After initial start-up, program may be self-funded and potentially may generate revenue (if modeled after Albuquerque’s program).

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

- Space in state police storage yard/or local communities for vehicle storage;
- Statewide legal support through Attorney General’s office for local programs—1 paralegal, one half-time attorney, office space and support;
- A system for the vehicle forfeiture administrative hearing process that is separate from the Administrative Driver’s License Revocation process. (2 additional staff);
- 1 state level project manager with extensive legal background to design program and manage roll-out statewide;
- Assistance of Albuquerque program; and
- Training program for local communities.

5. Key Action Steps

A. Short Term (less than a year)

1. Form an advisory group of key stakeholders/allies/critical players;
2. Hire project manager with appropriate experience and knowledge;
3. Determine needed changes in law and administrative policy;
4. Standardize the title transfer process;
5. Develop standards for statewide model with adequate flexibility to meet local needs and environment;
6. Empower state police through legislation, regulation, & administrative directive or to impound vehicles;
7. Develop a statewide administrative vehicle forfeiture hearing process;
8. Develop standard forms and procedures based on Albuquerque model for use by local communities;
9. Develop strategy to provide statewide towing and storage at state police storage yard or local communities (RFP/JPA);
10. Development training program for local communities and counties;

11. Develop promotional presentation to sell concept to local communities;
12. Develop media/promotional program to educate public and increase public perception of negative consequences of DWI; and
13. Develop evaluation plan.

B. Long Term (one to four years)

1. Implement new legislation, changed regulations, administrative policy that supports uniform, standardized statewide vehicle forfeiture;
2. Promote program locally with presentations to County DWI planning councils, county commissions, municipal counselors, local advocate groups such as MADD, the DWI Resource Center;
3. Hire staff for Attorney General & administrative hearings; develop system to provide technical assistance and legal support to local communities;
4. Pass vehicle forfeiture ordinances at local level;
5. Train state and local law enforcement and communities;
6. Implement media/promotion program; and
7. Evaluate.

C. First Steps (First things to do to move this forward)

1. Gain support of Stakeholders/Allies/Critical Players;
2. Pass legislation, tighten forfeiture law, standardize the title transfer process, change regulations & administrative policies to support; and
3. Present program concept to local communities

6. Evaluation Component (performance/outcome-based strategy)

- Measure reduction in DWI crashes per 100,000 population
- Measure reduction in repeat offender DWI crashes

Strategic Area: Law Enforcement (LE-1)

Initiative: Increase Checkpoints/Operations

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>yes</u>
New or Changed: <u>yes</u>
Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Increased perception of the likelihood of getting caught
Increase checkpoints by 5% per year for 3 years
Increase DWI arrests by 10% in the first year and 5% per year thereafter

- 2. Stakeholders/Allies/Critical Players:**
Law enforcement, Scientific Laboratory Division, advocates, courts, probation dept, district attorney, media

- 3. Current and Potential Funding Sources:**
Community DWI Operation DWI Local DWI
Advocacy Grants General Obligation funds

- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Support of local law enforcement agencies, elected officials, volunteers, increased chemical testing

- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Survey for perception measurement
 2. Media Campaign
 3. Public Information Announcements
 4. Financial incentive to encourage multi-agency saturations

 - B. Long Term (one to four years)**
 1. Publicize stats
 2. Accountability through community
 3. Multi-agency saturations

 - C. First Steps (First things to do to move this forward)**

- 6. Evaluation Component (performance/outcome-based strategy)**
 - Measure reduction in DWI crashes per 1000,000 vs. number of checkpoints
 - Determined by the number of checkpoints conducted in certain area, results of perception survey.

Strategic Area: Law Enforcement (LE-2)

**Initiative: Electronic Scheduling to Streamline
DWI Adjudication Process**

Does it require?
Judicial Approval: <u>yes</u>
Legislative Approval: <u>no</u>
New or Changed: <u>yes</u> Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
All agency, all jurisdiction electronic entry and transfer of data for arrest and adjudication

- 2. Stakeholders/Allies/Critical Players:**
Department of Health-Scientific Laboratory (equipment & personnel}
Law Enforcement Mothers Against Drunk Driving
District Attorney Motor Vehicle Division
Courts Advocacy
DWI Resource Center

- 3. Current and Potential Funding Sources:**
Excise Tax Offender Fees
License + Registration Fees Legislation
Court Fees

- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Space, staff, training, pilot project & Administrative Office of the Courts/State Traffic Records Coordinating Committee

- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Complete electronic citation pilot project
 2. Demonstration + Promotion
 3. Refinement of Pilot
 - B. Long Term (one to four years)**
 1. Deployment Plan Equipment specs
 2. Acquire Equipment Statewide Agreement
 3. Data Transfer Development
 - C. First Steps (First things to do to move this forward)**
 1. Evaluation of Pilot Project

- 6. Evaluation Component (performance/outcome-based strategy)**
10% of citations entered in the field in 2 years. 10% per year increase.

Strategic Area: Law Enforcement (LE-3)

Initiative: Increase Funding for Equipment & Personnel for Scientific Lab Division/DOH and Law Enforcement

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>yes</u>
New or Changed: <u>yes</u> Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Electronic calendar scheduling system to streamline DWI adjudication process

- 2. Stakeholders/Allies/Critical Players:**

Courts	DA
Law enforcement	New Mexico Bar Association
MVD	AOC
Public Defenders Office	Scientific Laboratory Division

- 3. Current and Potential Funding Sources:**

Admin. Automated fees attached to citations	
Liquor Excise Taxes	Offender Fees
Vehicle Registration Tax	New Vehicle Tax
Federal funding	

- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**

Support Staff	Equipment
Network Support	Training

- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Prioritize Municipal Area (ABQ, Santa Fe, Farmington, Gallup, Las Cruces)
 2. Judicial, LE buy in
 3. ID system (electronic calendar)

 - B. Long Term (one to four years)**
 1. Implementation of system
 2. Evaluation & Refinement component

 - C. First Steps (First things to do to move this forward)**
 1. ID Host agency in each geographical area
 2. ID funding sources

- 6. Evaluation Component (performance/outcome-based strategy)**
Prototype system in one Judicial District at the end of 3 years.

Strategic Area: Prevention (PREV-1)

Initiative: Develop and Implement Evidence Based Substance Abuse Curriculum in Schools

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>yes</u>
New or Changed: <u>yes</u> Appropriation

1. Initiative Goal (specific, measurable, achievable):

Implement school-based substance abuse Curriculum state and tribal wide within one year

2. Stakeholders/Allies/Critical Players:

Schools/Department of Education
Advocacy groups, i.e., Mothers Against Drunk Driving, Boys and Girls Clubs
Tribes and Bureau of Indian Affairs
National Education Association Students
Governor’s Administration Parents
Department of Transportation Local DWI
Traffic Safety Bureau

3. Current and Potential Funding Sources:

Department of Education Alcohol Excise Tax
SAMSHA Bureau of Indian Affairs
Department of Justice Professional Business
Department of Health Alcohol Industry
Academic Institutions Boys and Girls Club
Center for Substance Abuse Prevention
Department of Transportation/Traffic Safety Bureau

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Staff , Science based or proven curriculum, professional program, Volunteers for training of trainers

5. Key Action Steps

A. Short Term (less than a year)

1. Organize and conduct training of trainer’s curriculum and other areas as needed throughout the year on an ongoing basis.
2. Obtain Governor and legislative support for immediate implementation of curriculum in all schools within the next year

B. Long Term (one to four years)

1. Evaluate programs yearly for all students and all grades.
2. Identify and Obtain permanent funding for curriculum, for all schools, within the next year.
3. Conduct a longitudinal study of students over a fifteen year period

C. First Steps (First things to do to move this forward)

1. Training of trainers using science based curriculum within the first year
2. Obtain Governor’s Directive to Department of Education to implement curriculum within the next six months

3. Prepare, inform, and schedule curriculum in school schedules within the 2003/2004 school year

6. Evaluation Component (performance/outcome-based strategy)

1. Statistically significant reduction in all alcohol-related deaths among youth, i.e., suicide, homicide, car crashes annually and over the next five years
2. Behavioral, Social, and Cultural change in student onset of drinking among youth over the next five years
3. Reduction in alcohol related injuries, deaths and traffic violations, crashes, among young people annually and over the next five years.
4. Reduction in college underage drinking on college campuses and among college students over the next five years
5. Long-term sustainability of funding for effective programs over the next five years.

Strategic Area: Prevention (PREV-2)

Initiative: Implement Year Round and After School Supervised Prevention Programs

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>yes</u>
New or Changed: <u>yes</u> Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Implement after school / weekend / summer programs (sports, arts & crafts, e.g. boys & girls clubs) early positive health choices, encourages and carries over to healthy adult choices within the next five years.
- 2. Stakeholders/Allies/Critical Players:**

Schools	community-based program/centers
senior centers (inter-generational exchanges)	
Faith-based programs	business
Shopping centers	Parks & Recreation
Governor's Administration	Department of Education
Tribes	
- 3. Current and Potential Funding Sources:**

Department of Education	SAMSHA
Alcohol Industry	Center for Substance Abuse Prevention
Department of Justice	Private foundations/businesses
Children Youth and Family	Department of Health
Local Government	U.S. Department of Agriculture
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**

Staff / role models	games, toys, equipment (sports)
Meeting place & office space	food (snacks)
Volunteers and funds for training	Science based programs (culturally relevant)
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Implement year-round structured and supervised programming and variety of activities
 2. Build capacity through grass-roots community involvement
 3. Governor's & First Lady's support at all levels and jurisdiction
 - B. Long Term (one to four years)**
 1. Evaluate programs yearly
 2. Permanent funding (Local, State, Federal)
 3. Longitudinal study (long-term outcome evaluation)
 - C. First Steps (First things to do to move this forward)**
 1. Identify effective community based programs
 2. Get Governor's directive/endorsement
- 6. Evaluation Component (performance/outcome-based strategy)**
 - A. Measure delay of onset of drinking among youth**

- B.** Decrease social / community tolerance of high risk and underage drinking (survey community attitude/perception survey)
- C.** Reduction of alcohol related offenses and deaths in youth (DWI crashes, homicide, suicide, violence)

Strategic Area: Prevention (PREV-3)

Initiative: Study on Impact of Directing 100% of Liquor Excise Tax DWI Prevention, Treatment and Aftercare

Does it require?

Judicial Approval: no

Legislative Approval: yes

New or Changed: yes
Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Utilize 100% of the excise tax collected for prevention / intervention treatment / aftercare. Effective Fiscal Year 2005
- 2. Stakeholders/Allies/Critical Players:**
Legislators, Representative of alcohol industry, Cabinet Secretary's, Advocacy Groups, Tribal Representative, Treatment Groups, Governor's Office, Medical Community
- 3. Current and Potential Funding Sources:**
Excise Tax
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Coordination of distribution / Fiscal Oversight Coordinator
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Account for 100% of current funding – distribution analysis
 2. Obtain buy-in from all stakeholders, Governor, Legislature, tribes, others
 - B. Long Term (one to four years)**
 1. Increase liquor excise tax on incremental basis
 2. Tribes tax own alcohol sales
 - C. First Steps (First things to do to move this forward)**
 1. Develop criteria for the use of funds
 2. Obtain buy-in from stakeholders
 3. Monitor expenditures of intended use
- 6. Evaluation Component (performance/outcome-based strategy)**
Evaluate / change purpose
 1. Measure effectiveness of programs being funded
 2. Establish baseline of funding appropriations, measure change
 3. Decrease in DWI related offenses and crashes
 4. Decrease in DWI related cost (medical, emergency, property damage)
 5. Prepare, inform, schedule centers working with communities

Strategic Area: Prevention (PREV-4)

Initiative: Statewide Prevention Media Campaign

Does it require?

Judicial Approval: no

Legislative Approval: yes

New or Changed: yes
Appropriation

1. Initiative Goal (specific, measurable, achievable):

Develop and Implement consistent, comprehensive culturally relevant media campaign to reduce DWI and underage drinking

2. Stakeholders/Allies/Critical Players:

Governor, First Lady, educators, legislators, youth (those who drink and those who drink and drive)

Other state agencies, communities, law enforcement, advocacy groups, tribal governments

Law enforcement, advocacy groups, businesses, and all New Mexico citizens.

Establish agency for media

3. Current and Potential Funding Sources:

General Fund

Tobacco Settlement Fund

Federal Funding (Grants)

Alcohol excise tax

Alcohol industry

DWI council

New Mexico Broadcasters Association

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Coordinator and ongoing legislative approved funding

5. Key Action Steps

A. Short Term (less than a year)

1. Identify target audience for all media related issues and messages by July 1, 2004
2. Secure budget for media related issues within the next year
3. Design media plan within the next year
4. Conduct focus groups to inform media plan within the next six months (as it relates to diverse communities)
5. Conduct a media exposure study on our state over the next two years

B. Long Term (one to four years)

1. Identify, collaborate, and coordinate more / multi year funding for media campaigns over the next two years
2. Develop innovative non-traditional media and public relations approaches within the next year

C. First Steps (First things to do to move this forward)

1. Identify and obtain buy-in from stakeholders within the next year

6. Evaluation Component (performance/outcome-based strategy)

- A. Conduct Pre & post evaluation of media within the next two years

- B. Analyze cultural and attitude changes and impact through evaluation within the next 2 years
- C. Statistically Significantly reduce DWI crash and fatality rates over the next 5 years
- D. Develop, design, and implement high quality media campaigns through increased funding in the next year and throughout five years.

Strategic Area: Treatment and Rehabilitation (T&R-1)

Initiative: Regional Treatment Pilot

Does it require?
Judicial Approval: <u> yes </u>
Legislative Approval: <u> yes </u>
New or Changed: <u> yes </u> Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
To provide treatment in patient and out patient
With after care. 30-90 days
- 2. Stakeholders/Allies/Critical Players:**
Judges, law enforcement, medical, local governments,
providers, Department of Finance Administration, Council of Governments,
advocates
- 3. Current and Potential Funding Sources:**
Department of Finance Administration, Department of Health, Private Insurance, self
pay
- 4. Other Resources Needed (Space, staff support, volunteers, existing
programs/projects, etc.):**
Staff – Licensed Alcohol Drug Abuse Counselor – other counseling, increase regional
staffing
Space – local residential and transition living facility, regional training
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Pick a region
 2. Plan and develop a full continuum of treatment and aftercare
 3. Partner with educational institutions to develop Licensed Alcohol Drug Abuse
Counselor Curriculum
 4. Partner with social service agencies and courts
 - B. Long Term (one to four years)**
 1. Start-up funding
 2. Continued sustainable funding
 - C. First Steps (First things to do to move this forward)**
 1. Select treatments with proven effectiveness and cost effectiveness
 2. Legislative buy-in
 3. Establish inter-agency business plan and budget
 4. Partner with University of New Mexico, New Mexico State University, Texas
Tech University for intern Licensed Alcohol Drug Abuse Counselor Program
- 6. Evaluation Component (performance/outcome-based strategy)**
 - A.** Track pilot for process and outcomes
 - B.** Evaluate cost effectiveness

Strategic Area: Treatment and Rehabilitation (T&R-2)

Initiative: Early Intervention for First Time High-Risk Offenders

- 1. Initiative Goal (specific, measurable, achievable):**
Develop plan to identify and treat high-risk, first-time offenders
- 2. Stakeholders/Allies/Critical Players:**
Offender, judges, public, community service providers, advocates, treatment providers, community DWI programs
- 3. Current and Potential Funding Sources:**
Local DWI Grant Fund, Department of Health
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Knowledge, training, space
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Research and development\
 2. Buy-in
 3. Training
 - B. Long Term (one to four years)**
 1. Regional Pilot
 2. Conceptualize statewide structure
 - C. First Steps (First things to do to move this forward)**
 1. Meeting to identify strategies for identifying high risk-offenders
 2. Develop working proposal
- 6. Evaluation Component (performance/outcome-based strategy)**
 - A.** Track pilot
 - B.** Measure the accuracy of screening, assessment, and interlock by indemnifying those most likely to recidivate. (Measure cost effectiveness, recidivism during and after installed and removed, percentage of offenders who actually get the device installed -compliance with sentence)

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>yes</u>
New or Changed: <u>yes</u>
Appropriation

Strategic Area: Treatment and Rehabilitation (T&R-3)

Initiative: Ignition Interlock for all DWI Offenders

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>yes</u>
New or Changed: <u>yes</u> Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Upon conviction, mandatory for all offenders upon arrest until adjudication
- 2. Stakeholders/Allies/Critical Players:**
Offender / Public
Providers
Judges / probation / parole
- 3. Current and Potential Funding Sources:**
For database – federal funding
Offender pays
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Administration – full time employees
Department of Transportation – Traffic Safety Bureau
Motor Vehicle Division
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Propose change in Legislature / Develop Bill
 2. Educate judges / probation / parole
 - B. Long Term (one to four years)**
 1. Evaluation of program
 - C. First Steps (First things to do to move this forward)**
 1. Develop bill to mandate Ignition Interlock Device for all offenders with criteria-based removal
- 6. Evaluation Component (performance/outcome-based strategy)**
 - A.** Recidivism (both during/after device is installed/removed)
 - B.** Parents of offenders who actually get device installed (compliance with sentence)
 - C.** Measure cost effectiveness

Strategic Area: **Treatment and Rehabilitation (T&R-4)**

Initiative: **Identify Standard Treatment Protocols/Train Providers**

Does it require?
Judicial Approval: <u>no</u>
Legislative Approval: <u>no</u>
New or Changed: <u>yes</u>
Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Train providers, culture sensitive
Identify effective standard treatment protocols
- 2. Stakeholders/Allies/Critical Players:**
Providers, local government, funding sources, insurance company
Department of Health & Department of Finance Administration
- 3. Current and Potential Funding Sources:**
Department Finance Administration, Department of Health, insurance companies
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Experts, more funding
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Support from Department of Health plus Funders = Department of Finance Administration
 2. Develop models
 3. Review existing evidence of effectiveness of treatment programs
 - B. Long Term (one to four years)**
 1. Attach to the pilot (regional)
 2. Train additional providers
 3. Monitor effectiveness and cost-effectiveness of treatment programs
 - C. First Steps (First things to do to move this forward)**
 1. Conceptualize model
 2. Review effectiveness of treatment programs
 3. Secure buy-in
- 6. Evaluation Component (performance/outcome-based strategy)**
 - A.** Provide training programs - Measure knowledge and ability of trainees
 - B.** Evaluate effectiveness and cost-effectiveness of treatment models

Strategic Area: Strengthens All Areas (All-1)

Initiative: Create DWI Coordinator

Does it require?

Judicial Approval: no

Legislative Approval: yes

New or Changed: yes
Appropriation

1. Initiative Goal (specific, measurable, achievable):

To create a single locus of responsibility and authority for the DWI initiative/strategic plan at the governor's executive level

2. Stakeholders/Allies/Critical Players:

Governor & First Lady, Legislature, Local Governments, Tribal Governments, Cabinet Secretaries, Medical Community, Judicial Branch, and Advocacy Groups, Directors Bureau Chiefs and Managers from: Department of Finance Administration, Tax and Revenue Division, Department of Health, Department of Public Safety, Department of Transportation, Children, Youth and Families Department, Department of Energy, Administrative Office of the Courts

3. Current and Potential Funding Sources:

Governor's Discretionary Fund	Tobacco Settlement Fund
Governor's General Fund Budget	Alcohol Related Settlements Funds
Alcohol Excise Tax	(Attorney General Settlements)

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Full time position and adequate staff (attorney, management analyst, support staff
DWI oversight/Advisory already in statute
Coordinator/analyst position for oversight of funding distribution and program evaluation

5. Key Action Steps

A. Short Term (less than a year)

1. Governor to appoint positions and oversight committee
2. Begin implementation of this strategic plan with coordination through oversight committee

B. Long Term (one to four years)

1. Continue to secure funds
2. Make recommendations to the governor and legislature
3. Identify and Research new and innovative approaches to eliminate DWI

C. First Steps (First things to do to move this forward)

See short term

6. Evaluation Component (performance/outcome-based strategy)

Interagency effectiveness survey

- Review and evaluation concerning effectiveness of Strategic Plan
- Reduce DWI occurrence and fatalities
- Effect DWI attitudes and perception throughout the state

Strategic Area: Strengthens All Areas (All-2)

Initiative: Establish Performance-Based Criteria for Treatment and other Interventions

Does it require?

Judicial Approval: no

Legislative Approval: no

New or Changed: yes
Appropriation

- 1. Initiative Goal (specific, measurable, achievable):**
Performance based rewards/incentives for programs that reduce/prevent DWI in New Mexico
- 2. Stakeholders/Allies/Critical Players:**
Citizens, Law Enforcement, Courts, Treatment, Prevention, Education, Training, Providers, Funding Sources, Local DWI Programs
- 3. Current and Potential Funding Sources:**
Department of Finance Administration (Liquor Excise Tax), Division of Motor Vehicles, Transportation Safety Bureau, Children Youth and Families, Department of Health, alcohol industry
- 4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
Evaluation Protocols, Funding, more full time employees Local & Statewide
- 5. Key Action Steps**
 - A. Short Term (less than a year)**
 1. Identify Criteria for evaluation, evidence-science based
 2. Develop plan for major funding support of successful programs
 3. Submit evidence-based proposals
 - B. Long Term (one to four years)**
 1. Financial rewards for effective & Cost Effective Programs
 2. Two-tier publicity campaign (1. Publicize to programs. 2. Publicize the successes to public)
 - C. First Steps (First things to do to move this forward)**
 1. Governors & Legislative approval
 2. Key Action Steps # 1, 2, 3
- 6. Evaluation Component (performance/outcome-based strategy)**
Goals, measurable outcomes in line with our major objectives of Strategic Plan

Strategic Area: **Strengthens All Areas (All-3)**

Initiative: **Intergovernmental Agreements**

1. Initiative Goal (specific, measurable, achievable):

Identify areas in which intergovernmental agreements could be used to deliver services more efficiently

2. Stakeholders/Allies/Critical Players:

State, Counties, Federal, Municipal, Tribes, Department of Finance Administration, Department of Transportation – Traffic Safety Bureau, Department of Health, Children, Youth and Families Department, Department of Public Safety, Administrative Office of the Courts, Federal Law Enforcement, Prosecutors and Probation and Parole Officer, Judiciary at all levels

3. Current and Potential Funding Sources:

Federal-Bureau of Indian Affairs and National Highway Traffic Safety Administration, State, Tribes, Foundation, Multi-jurisdictional funding opportunities

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Need lead agencies-state, local, tribal
Tribal coordinators

5. Key Action Steps

A. Short Term (less than a year)

1. Identify resources, governmental/non-governmental
2. Assessment of current intergovernmental agreement efforts relating to DWI
3. Identify areas of need, benefit and responsibilities

B. Long Term (one to four years)

1. Develop enabling legislation supporting intergovernmental agreements relates to DWI
2. Develop funding and appropriation legislation for DWI related intergovernmental agreement

C. First Steps (First things to do to move this forward)

1. Conduct resource analysis
2. Identify agencies to take lead/ Department of Finance Administration? Drug Coordinator?

6. Evaluation Component (performance/outcome-based strategy)

- Number of agreement/measure successive compliance
- Number of opportunities for DWI intergovernmental agreements not taken
- Cost/benefit study

Does it require?

Judicial Approval: no

Legislative Approval: no

New or Changed: yes

Appropriation

Strategic Area: Strengthens All Areas (All-4)

Initiative: Expand DWI/Drug Courts

Does it require?
Judicial Approval: <u> yes </u>
Legislative Approval: <u> yes </u>
New or Changed: <u> yes </u>
Appropriation

1. Initiative Goal (specific, measurable, achievable):

Expand Drug Recognition Expert Program
Increase training for judges and counsel
Increase number and capacity of programs

2. Stakeholders/Allies/Critical Players:

Judiciary, Law Enforcement, District Attorneys, Public Defenders, Scientific Laboratory Division, treatment providers

3. Current and Potential Funding Sources:

General Fund, Federal Grants, Liquor excise tax, vehicle tax, participant fees

4. Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):

Time for offices to get certified and Drug Recognition Expert Program (3 week)

5. Key Action Steps

A. Short Term (less than a year)

1. Increase public awareness that driving while impaired (drug-related DWI) is a huge problem
2. Increase number of people (scientists, Drug Recognition Expert Program) that can testify in court
3. Get buy-in from leaders in law enforcement

B. Long Term (one to four years)

1. Increase number of people (scientists, Drug Recognition Expert Program) that can testify in court
2. Increase number and capacity of programs (include more judges and more treatment providers)
3. Increase training for judges and counsel

C. First Steps (First things to do to move this forward)

Needs assessment/evaluation

6. Evaluation Component (performance/outcome-based strategy)

- Track initiatives
- Track process and outcome evaluations

Strategic Area: Strengthens All Areas (All-5)

Initiative: Comprehensive DWI Data System

Does it require?
Judicial Approval: <u> yes </u>
Legislative Approval: <u> yes </u>
New or Changed: <u> yes </u> Appropriation

1. Initiative Goal (specific, measurable, achievable):

A comprehensive records system that spans the entire range of DWI data from arrest to conviction to sentence compliance to screening and treatment. Major components of such a system would be:

- Electronic data entry in the field of DWI-related paperwork by law enforcement agencies (e-citation).
- Electronic transfer of DWI-related paperwork among law enforcement agencies, courts (District, Metropolitan, Magistrate and Municipal), District Attorneys and the Motor Vehicle Division. Improved data transfer between law enforcement agencies and the Scientific Laboratory Division of the Department of Health (DOH).
- Sentence compliance tracking with electronic data transfer between the courts and the compliance tracking system, including probation and corrections and eventually evaluation and central data repository.

The existing effort toward a modernized DWI/Traffic records data system by the State Traffic Records Coordinating Committee and State Traffic Records Executive Oversight Committee should be continued and expanded. Encourage cooperative agreements between tribes and the state with the goal of electronic exchange of data.

2. Stakeholders/Allies/Critical Players:

- Federal Agencies
- Local and State Law enforcement agencies
- Courts / Administrative Office of the Courts
- District Attorneys
- Motor Vehicle Division
- Department of Health – Behavior Health Division, Public Health, Scientific Laboratory Division and Office of Epidemiology
- Probation and Parole Division
- Department of Corrections
- Local County DWI Programs
- New Mexico Chief Information Officer
- Department of Transportation - Traffic Safety Bureau
- State Traffic Records Coordinating Committee and Executive Oversight Committee
- Department of Indian Affairs
- Tribes, including courts and law enforcement
- Mothers Against Drunk Driving, DWI Resource Center and other advocacy groups
- Victims

3. **Current and Potential Funding Sources:**
 - General Obligation Bond funds
 - Liquor excise tax
 - Local DWI Program Funding
 - Federal grant money for development (perhaps via the Traffic Safety Bureau)
 - License and Registration fees
 - Court fees
 - Offender fees

4. **Other Resources Needed (Space, staff support, volunteers, existing programs/projects, etc.):**
 - Program manager for e-citation and data linkage
 - Space to house the program
 - Programmer time to develop automated DWI forms and database linkages
 - Interface with existing systems at the Administrative Office of the Courts, individual courts, and the Motor Vehicle Division.
 - Interface with the State Traffic Records Coordinating Committee

5. **Key Action Steps**
 - A. **Short Term (less than a year)**
 1. Support existing strategic planning process
 2. Complete electronic citation pilot project and evaluate it.
 3. Funding to accelerate exiting initiatives in data transfer
 4. Complete evaluation of Traffic and Criminal Software system developed by National Highway Traffic Safety Administration and the state of Iowa.
 5. Move forward with interagency agreements on data sharing
 6. Move forward with programming in data exchange
 7. Provide education on data sharing to local courts and tribes.
 8. Demonstration and Promotion of the concept of a comprehensive system

 - B. **Long Term (one to four years)**
 1. Development of data sharing agreements and procedures
 2. Development of system interfaces
 3. Deployment Plan
 4. Statewide Agreement for hardware and software
 5. RFP to place hardware, software and professional services on a state price agreement
 6. Data Transfer Development
 7. Electronic citation expansion beyond the pilot
 8. Electronic filing of court cases
 9. Electronic data transfer to all stakeholders

 - C. **First Steps (First things to do to move this forward)**
 1. Meeting of all those who generate data and those who need it through wider participation in the State Traffic Records Coordinating Committee.
 2. Evaluation of Pilot Project in e-citation

6. Evaluation Component (performance/outcome-based strategy)

Evaluation measures would include:

1. Data availability at various points in the system
2. Data collection accuracy
3. Sentence compliance through analysis of tracking system and data linkage
4. Fraction of DWI citations processed through the e-citation system
5. Fraction of DWI convictions processed through the e-citation system

Appendix B: Additional DWI Planning Resources

Below is a list of relevant DWI research studies, data and statistical sources developed by our planning team for the reader's reference. While not an exhaustive list of resources, it provides the reader with a sound foundation for understanding and addressing DWI issues in New Mexico and across the country.

National Resources

Mothers Against Drunk Drivers, (madd.com)

Strategies to Reduce Underage Alcohol Use: Typology and Brief Overview, Pacific Institute for Research and Evaluation/Office of Juvenile Justice and Delinquency Prevention, June, 1999 (www.udetc.org)

Reducing Underage Drinking: A Collective Responsibility, National Research Council Institute of Medicine of the National Academies, 2003 (www.nap.edu)

2002 Impaired Driving Assessment, National Highway Transportation Safety Administration, 2002, (www.unm.edu/~dgrint/tsb.html)

1999 Traffic Records Assessment, National Highway Transportation Safety Administration, 1999, (www.unm.edu/~dgrint/tsb.html)

National Crash Statistics, National Highway Traffic Safety Administration, (www.nhtsa.dot.gov)

New Mexico Resources

New Mexico DWI Resource Center, (dwiresourcecenter.org)

Traffic Safety Bureau Highway Safety Plan, Traffic Safety Bureau, 2003, (www.unm.edu/~dgrint/tsb.html)

DWI Offender Warehouse, Administrative Office of the Courts, 2003, (www.nmcourts.com)

Statewide Traffic Records Project Strategic, State Traffic Records Coordinating Committee (STRCC), January 2003, (www.nmtrafficrecords.com)

Annual Report and Statistics Addendum, New Mexico Judiciary, January 2003, January 2004, (www.nmcourts.com)

DWI Process and Data Management Plan, University of New Mexico/Institute of Public Law, 1996 (<http://ipl.unm.edu/traf>)

Preventable Deaths, New Mexico Attorney General's Office, 1992

New Mexico Crash Statistics, New Mexico Traffic Safety Bureau, (www.unm.edu/~dgrint/tsb.html)

Comparison of Trends in Alcohol-Involved Crashes Among New Mexico Counties, UNM Institute of Social Research and Division of Government Research, August 2002

New Mexico Traffic Fatality Analysis Report 2003, DWI Resource Center, 2003
(www.dwiresourcecenter.org)

Motor Vehicle Related Deaths in New Mexico: Alcohol and Ethnicity, University of New Mexico/Institute of Social Research and Division of Government Research, August 2002

County/Local Resources

Local DWI Grant Program Final Report: Bernalillo County Treatment Study, University of New Mexico/Institute for Social Research, August 2003

Bernalillo County Metropolitan Detention Center: DWI Addiction Treatment Program Evaluation, UNM/Institute for Social Research, available in 2004