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Services To Offenders, Ex-Offenders, And Youth

SUBMITTED TO:

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

By:

Juntos, Inc.

621 OLD SANTA FE TRAIL, UNIT 10
PLAZA DE DESIRA
SANTA FE, NEW MEXICO 87501
982-4624 OR 982-4625

MARCH 10, 1975

DAVID SALAZAR - EXECUTIVE DIRECTOR

ED GUTIERREZ - PRESIDENT

FACUNDO VALDEZ - VICE-PRESIDENT

ALEX MERCURE - MEMBER

BETTY HAMILTON - MEMBER

GRACIELA OLIVAREZ - MEMBER





Juntos, Inc.

621 OLD SANTA FE TRAIL, UNIT 10
PLAZA DE DESIRA
SANTA FE, NEW MEXICO 87501
982-4624 OR 982-4625

Executive Director - David Salazar

March 10, 1975

BOARD OF DIRECTORS
Alex P. Mercure - Chairman
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Albuquerque Center
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344-9038

Las Cruces Center
443 East Amador
523-5451

Las Vegas Center
P.O. Box 1596
425-3087

Law Enforcement Assistance Administration
500 S. Ervay Street - Room 313-C
Dallas, Texas 75201

Dear Sirs:

Juntos, Inc., is pleased to submit a proposal to provide services to ex-offenders, first-time offenders and youth throughout the State of New Mexico. Juntos, Inc., strongly feels that with its ability and past experience in the fields of rehabilitation and diversion, coupled with the resources of the Law Enforcement Assistance Administration, the problems of the offender, ex-offender and our young clients will continue to be on the way to viable solutions.

Juntos, Inc.'s proposal is written to provide services to our clients for a three (3) year period. The enclosed budget is projecting services for only one (1) year. A budget for three (3) years will be sent to you upon your request.

It is expected that the three-year proposal will be basically similar to this request; the difference perhaps being the addition of one or two new program centers in New Mexico.

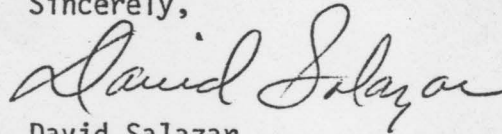
It is our wish that all sources be investigated. Ideally, a National Impact Grant, if we are, in fact, considered as a national exemplary program, would be most suitable. Other sources perhaps might include the de-obligated monies from this and other regions. It is also possible that our program for youth might be funded when the Juvenile Delinquency Prevention Act of 1974 becomes effective. Juntos, Inc., feels it is imperative that this proposal be funded at the termination of our present contract with L.E.A.A. (termination date - April 14, 1975), in order that staffing and other organizational matters can be resolved in an orderly manner.

Law Enforcement Assistance Administration
Page 2
March 10, 1975

Please note that this proposal requests funds for three new features, including establishment of a Career Development Center in Santa Fe, a new program Center in Farmington, and an expanded youth program. These three innovations resulted from planning sessions involving the Juntos, Inc., staff, clientele, and state agencies.

The Juntos, Inc., State Staff is available at your convenience to answer questions or clarify any points concerning the proposal. Thank you for your consideration.

Sincerely,



David Salazar
Executive Director

DS/ah

Enclosure





U. S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

OMB NO. 43-R-0528
EXPIRES 6/75

APPLICATION FOR FEDERAL ASSISTANCE (NONCONSTRUCTION PROGRAMS) PART I		1. State Clearinghouse Identifier	
2. Applicant's Application No. New Mexico Technical Vocational School			
3. Federal Grantor Agency L.E.A.A. Organizational Unit Administrative Office Suite 313-C, 500 S. Ervay Street Address - P.O. Box Dallas, Texas City State Zip Code		4. Applicant Name Department Division Street Address - P.O. Box General Delivery El Rito Rio Arriba City County New Mexico 87530 State Zip Code	
5. Descriptive Name of the Project Services to Offenders, Ex-offenders, and Youth			
6. Federal Catalog No. 16.501		7. Federal Funding Requested \$ 624,449	
8. Grantee Type ☒ State, _____ County, _____ City, _____ Other (Specify)			
9. Type of Application or Request New Grant, ☒ Continuation, _____ Supplement, _____ Other Changes (Specify)			
10. Type of Assistance ☒ Grant, _____ Loan, _____ Other (Specify)			
11. Population Directly Benefiting from the Project		13. Length of Project 13 Months	
12. Congressional District a. Statewide b.		14. Beginning Date April 15, 1975	
		15. Date of Application	
16. The applicant certifies that to the best of his knowledge and belief the data in this application are true and correct, and that he will comply with the attached assurances if he receives the grant.			
Typed name Dennis Salazar		Title President Bd. of Regents NMTVS	
Signature of Authorized Representative <i>Dennis Salazar</i>		Telephone Number AREA CODE NUMBER EXT. 505 753-2757	
For Federal Use Only			



PART II

OMB NO. 63-RO 136

PROJECT APPROVAL INFORMATION

Item 1.

Does this assistance request require State, local, regional, or other priority rating?

☒ Yes ☐ NoName of Governing Body Governor's Council on Criminal Justice Planning
Priority Rating _____

Item 2.

Does this assistance request require State, or local advisory, educational or health clearances?

☐ Yes ☒ No (Attach Documentation)

Name of Agency or Board _____

Item 3.

Does this assistance request require clearinghouse review in accordance with OMB Circular A-95?

☒ Yes ☐ No

(Attach Comments)

Item 4.

Does this assistance request require State, local, regional or other planning approval?

☒ Yes ☐ NoName of Approving Agency Governor's Council on Criminal Justice Planning
Date _____

Item 5.

Is the proposed project covered by an approved comprehensive plan?

☐ Yes ☒ NoCheck one: State ☐
Local ☐
Regional ☐
Location of Plan _____

Item 6.

Will the assistance requested serve a Federal installation?

☐ Yes ☒ NoName of Federal Installation _____
Federal Population benefiting from Project _____

Item 7.

Will the assistance requested be on Federal land or installation?

☐ Yes ☒ NoName of Federal Installation _____
Location of Federal Land _____
Percent of Project _____

Item 8.

Will the assistance requested have an impact or effect on the environment?

☐ Yes ☒ No

See instructions for additional information to be provided.

Item 9.

Will the assistance requested cause the displacement of individuals, families, businesses, or farms?

☐ Yes ☒ NoNumber of:
Individuals _____
Families _____
Businesses _____
Farms _____

Item 10.

Is there other related assistance on this project previous, pending, or anticipated?

☐ Yes ☒ No

See instructions for additional information to be provided.

PART III - BUDGET INFORMATION

SECTION A - BUDGET SUMMARY

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. DF-Part C	16.501 (Cont)		\$	\$ 624,449	\$	\$624,449
2. DF-Part E					69,383	69,383
3.						
4.						
5. TOTALS		\$	\$	\$ 624,449	\$ 69,383	\$693,832

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	- Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3) Part C	(4) Part E	
a. Personnel	\$	\$	\$415,350	\$ 46,150	\$461,500
b. Fringe Benefits			66,456	7,384	73,840
c. Travel			29,722	3,302	33,024
d. Equipment			12,081	1,342	13,423
e. Supplies			8,127	903	9,030
f. Contractual			22,725	2,525	25,250
g. Construction			15,876	1,764	17,640
h. Other			46,912	5,213	52,125
i. Total Direct Charges			617,249	68,583	685,832
j. Indirect Charges			7,200	800	8,000
k. TOTALS	\$	\$	\$624,449	\$ 69,383	\$693,832
7. Program Income	\$	\$	\$	\$	\$



SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. DF-Part E	\$	\$	\$ 69,383	\$ 69,383
9.				
10.				
11.				
12. TOTALS	\$	\$	\$ 69,383	\$ 69,383

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$624,449	\$156,112	\$156,112	\$156,112	\$156,113
14. Non-Federal	69,383	17,345	17,345	17,345	17,348
15. TOTAL	\$693,832	\$173,457	\$173,457	\$173,457	\$173,461

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16. DF - Part C	\$624,449	\$ 699,383	\$ 783,309	\$ 877,306
17.				
18.				
19.				
20. TOTALS	\$624,449	\$ 699,383	\$ 783,309	\$ 877,306

SECTION F - OTHER BUDGET INFORMATION

(Attach additional Sheets If Necessary)

21. Direct Charges

22. Indirect Charges

23. Remarks

PART IV PROGRAM NARRATIVE (Attach per instruction)



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I. INTRODUCTION

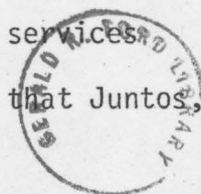
Juntos, Inc., is a community-based non-profit organization developed for the purpose of meeting the most critical needs of the offender in the State of New Mexico. This goal is accomplished through the design and delivery of a comprehensive service program to all segments of the offender population, both in the community setting and through intervention at various stages of the operation of the criminal justice system.

The basic service program carried out by Juntos, Inc. includes job development and placement services, counseling, vocational training for prison inmates, referral services to school and training institutions, and an educational program to divert high-risk youth from criminal conduct. These services are now delivered at the New Mexico State Penitentiary, and in five communities with the cooperation of court, parole, and local school authorities. As proposed herein, Juntos, Inc. will expand its basic service program to one additional community, expand and redesign its youth program, and open a career development center to provide intensive direction and support to a selected number of offenders in a residential setting.

Although Juntos, Inc., has been in existence less than three years, a number of lessons have been learned that are relevant to the rehabilitation of the offender and the operation of the criminal justice system. We share the view set forth in the recently published report on Corrections of the National Advisory Commission on Criminal Justice Standards and Goals which points to the emphasis now being placed upon the utilization of existing community resources and goes on to note:

"A number of advantages accrue: better and more relevant services usually can be obtained; less stigma is attached to services offered by non-correctional agencies; and more flexibility is provided when services are not entrenched in the organizational structure of a correctional agency."

Through our operations, we have discovered that there are serious gaps in the services available to offenders, that these gaps deprive ex-offenders of services frequently essential for social re-integration and self-sufficiency, and that Juntos,



Inc., can successfully fill these gaps for many offenders, as shown by the low recidivism rate among our program participants. We have learned that we can integrate our operations with those of the criminal justice system and thereby provide a transition between prison and the general community for the ex-offender. We have also learned that by integrating our operations with those courts, we can, through the intervention process, divert first-time offenders from incarceration and better serve them in the community. Finally, we have learned the value of utilizing ex-offenders as staff members for the invaluable assistance they can render to other offenders either confronted with criminal prosecution or just emerging from prison.

In summary, Juntos, Inc., believes that it has demonstrated its effectiveness and has an important future role to play in enabling the offender to achieve self-sufficiency. This proposal is presented for the purpose of securing the necessary funding, to enable it to develop an increasingly responsive program and to continue to serve the needs of the offender, the community, and the criminal justice system in the State of New Mexico.

II. PROPOSAL SUMMARY

Juntos, Inc., is requesting a grant in the amount of \$693,832 for a one year period for the purpose of providing a projected 7,260 service units to offenders in New Mexico and to other high-risk candidates for criminal activity. The distribution of total planned services by type is portrayed on the Activity Summary which follows (see Table 1).

To accomplish the foregoing objectives, Juntos, Inc., requires a staff of 45 full-time employees operating out of a central office facility in Santa Fe and six regional centers in New Mexico's principal population centers and the proposed career development center.

Juntos, Inc., believes that its approach to the problem of dealing with the offender is consistent with what modern research in the field of criminal justice has found regarding re-integration of the ex-offender into the general community. In the Corrections report of the National Advisory Commission on Criminal Justice Standards and Goals, the findings stressed the need to "marshal and coordinate community resources" and called on State correctional systems to "take appropriate action immediately to establish effective working relationships with the major social institutions, organizations, and agencies of the community, including ... private social service agencies of all kinds..." This, then, is the thrust of Juntos, Inc., efforts: to draw upon its own and all other community resources to help make the ex-offender a productive and vital member of the community. As Lloyd E. Ohlin has observed in *Prisoners in America* "... the problems of developing a stake in a legitimate career must be ultimately solved in the communities where offenders will reside.

The following proposal is organized as follows:

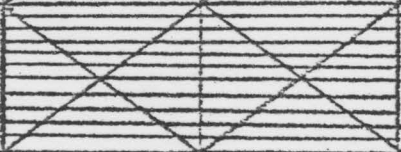
Section III presents a brief statement of the problem to which Juntos, Inc., has addressed itself.

Section IV sets forth in specific terms the priorities, goals, and objectives of the Juntos program followed by a detailed description of each program component

(Section V Program Outline). The Program Outline contains two basic sub-sections; the first is a presentation of all proposed program activities and the second, a summary of project organization and management functions required to support program activities and goal achievement.

The final sections, VI and VII set forth the proposed budget and a statement of Juntos, Inc., capability.

TABLE I
TOTAL PROGRAM
SUMMARY OF PROJECTED ACTIVITIES
BY SERVICE TYPE

SERVICE CODE	SERVICE CATEGORIES	CLIENT CATEGORY			GOAL
		A	B	C	ACTUAL
1	JOB PLACEMENTS	250	125	100	475
2	SCHOOL AND TRAINING PLACEMENTS	75	65	75	215
3	FAMILY COUNSELING TRANSACTIONS	125	75	75	275
4	INDIVIDUAL COUNSELING TRANSACTIONS	600	250	150	1,000
5	REFERRALS TO SERVICES	750	250	200	1,200
6	YOUTH WORKSHOPS				4,000
7	CAREER DEVELOPMENT PLACEMENTS				30
		1,890	770	4,600	7,260

CLIENT CATEGORY KEY: "A" - Ex-Offender
"B" - Court Referral
"C" - Youth



III STATEMENT OF THE PROBLEM

The ex-offender attempting to re-integrate himself into society faces a number of formidable difficulties. Poorly educated and lacking job skills, he finds himself at a competitive disadvantage in the labor market. Burdened with the stigma of a prison record, he has even less to offer a prospective employer than his more qualified competitors. Supportive services necessary to enable him to readjust to life on the outside are frequently lacking or, if available, are scattered throughout a host of agencies with which he may be unfamiliar. Yet the need for re-integration into society is crucial if the former offender is to be deterred from further crime, and successful re-integration requires dealing with the ex-offender's problems with regard to employability, family stability, and other shortcomings faced by a person customarily lacking self-sufficiency.

Under ideal circumstances, many of the problems facing the ex-offender would be largely dealt with during his incarceration. Yet the sad history of our correctional system is that the rehabilitative process seldom happens within prison walls. In an article in Prisoners in America, Edith Elisabeth Flynn puts it bluntly:

"An impressive accumulation of studies points to the conclusion that favorable change seldom, if ever, occurs in correctional institutions."

She then goes on to note that:

"Whatever changes do occur are rarely translated to the community where the offender's adjustment is ultimately tested."

This leads her to conclude:

"More emphasis should be placed on the offender's social and cultural milieu if we are to obtain any substantial relief from recidivism. Individual differences and individual responsibility will still remain important factors in correction's response to criminal behavior, but they need to be considered within the setting of the offender's social group, the community, and the subcultural matrix."

Thus, the main thrust toward rehabilitation must come within the community



either before offenders are processed into institutions or after release from prison. Clearly, therefore, there is a need for a resource in the community to which the offender can turn for assistance and support.

The principal problem, then, is that the current criminal justice system is not readily adaptable to the rehabilitative process. Many courts have overloaded dockets with backlogs of cases awaiting trial. Judges themselves have recognized the need for alternatives to incarceration for certain offenders. Correctional Institutions feel constrained to place a heavy emphasis on security as opposed to rehabilitation. Our parole and probation systems fare little better. As the Task Force on Corrections of the President's Commission on Law Enforcement and Administration of Justice noted in its 1967 report:

"Probation and Parole officers have too much to do and too little time in which to do it. Over 76 percent of all misdemeanants and 67 percent of all felons on probation are in caseloads of 100 or over, though experience and available research data indicate an average of 35 is about the highest likely to permit effective supervision and assistance. At best, they receive cursory treatment from overworked probation officers who must also spend typically half of their time preparing pre-sentence investigations for the court. In addition, their efforts often are held suspect by employers, police, school officials, and other community figures whose help is essential if the offender is to be fitted into legitimate activities."

Thus, existing institutions, despite perhaps the best of intentions and often through no fault of their own, are not equipped to fully meet the needs of the offender, the ex-offender, and the would-be offender. The system, in other words, needs to be supplemented, alternatives to criminal processing developed, and new approaches devised through community-organized efforts at the local level. Juntos, Inc., proposes to undertake such an effort and to address this problem at critical points within the judicial system and within the community.

IV. PRIORITIES, GOALS, AND OBJECTIVES

- A. Priorities. Three distinct groups will be the priority targets for Juntos services. One group will be offenders currently incarcerated in the New Mexico State Penitentiary, whom we will continue to serve through our funding of vocational education courses in culinary arts, meat cutting and cosmetology. The second priority group will be ex-offenders recently released from La Tuna Federal Penitentiary and State and local prisons, for whom we will develop a broad array of supportive services to enable them to re-adjust to community life. The third priority group will be young people "arrested and charged with crime for the first time" and those currently enrolled in schools and colleges. Because of the composition of our prison and ex-offender populations, the first two groups will be largely composed of males between the ages of 18 and 45.
- B. Goals. Juntos, through its comprehensive program of services, expects to accomplish a number of discrete but inter-related goals. Our first and most immediate goal is to make offenders and ex-offenders productive members of their communities. Secondly, we plan to divert people...primarily young people...from the life of a felon through our Court Intervention and Youth Program components; achievement of this goal will have the corollary effect of easing the burden and reducing the costs of law enforcement, court and correctional systems. Our final goal is to make our communities safer for all our citizens through a reduction in crime and a lessening of the current rate of recidivism.
- C. Objectives. Juntos, Inc., has set itself the following numerical objectives for the coming program year, broken down for each of the centers planned for operation. No funds are requested in this proposal for the continuation of the vocational training program conducted at the New Mexico State Penitentiary.



1. Intervention:

Santa Fe Center	40
Albuquerque Center	40
Las Cruces Center	40
Las Vegas Center	40
Roswell Center	40
Farmington Center	<u>40</u>
TOTAL	<u>240</u>

2. Vocational Education:

Meat Cutting	20
Culinary Arts	20
Cosmetology	<u>15</u>
TOTAL	<u>55</u> (slots)

3. Job Development and Placement: (for all three client types)

Santa Fe Center	76
Albuquerque Center	95
Las Cruces Center	76
Las Vegas Center	76
Roswell Center	76
Farmington Center	<u>76</u>
TOTAL	<u>475</u>

4. Referrals to Schools and Other Training Institutions: (for all three client types)

Santa Fe Center	35
Las Cruces Center	35
Albuquerque Center	40
Las Vegas Center	35
Roswell Center	35
Farmington Center	<u>35</u>
TOTAL	<u>215</u>

5. Family Counseling Transactions: (for all three client types)

Santa Fe Center	45
Albuquerque Center	50
Las Cruces Center	45
Las Vegas Center	45
Roswell Center	45
Farmington Center	<u>45</u>
TOTAL	<u>275</u>

6. Individual Counseling Transactions: (for all three client types)

Santa Fe Center	160
Albuquerque Center	200
Las Cruces Center	160
Las Vegas Center	160
Roswell Center	160
Farmington Center	<u>160</u>
TOTAL	<u>1000</u>

7. Referrals to Service Agencies: (for all three client types)

Santa Fe Center	195
Albuquerque Center	225
Las Cruces Center	195
Las Vegas Center	195
Roswell Center	195
Farmington Center	<u>195</u>
TOTAL	<u>1200</u>

8. Youth Program

Santa Fe Center	660
Albuquerque Center	700
Las Cruces Center	660
Las Vegas Center	660
Roswell Center	660
Farmington Center	<u>660</u>
TOTAL	<u><u>4000</u></u>

9. Career Development Center

Santa Fe	<u><u>30</u></u>
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Total service units to be delivered by Juntos, Inc. is 7,260. A detailed analysis for each of the above objectives and program activities is set forth below in section V (A) 1 - "Statement of Activities by Component".



V. PROGRAM OUTLINE

A. Program Operations

1. Statement of Activities by Component

- a. Pre-trial Intervention. In its Report on Corrections to the Law Enforcement Assistance Administration of the U.S. Department of Justice, the National Advisory Commission on Criminal Justice Standards and Goals (NAC) stated:

"Alternatives to criminalization should be developed for use from the time an illegal act occurs to adjudication. These procedures should be preferred over traditional punitive measures for those offenders who do not present a serious threat to others."

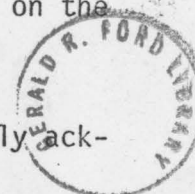
The NAC went on to say:

"A number of factors justify noncriminal treatment, counseling, or restitution programs. The existing system has failed to achieve reformation in any large number of cases; it is discriminatory in nature; and it is costly in relation to outcomes. Personal values, costs, and to the arguments for diversion."

Sharing this belief, Juntos has developed a new intervention component designed to divert certain first-time offenders from a prison sentence. All cases involving aggressive or socially offensive acts, such as murder, rape, arson, and aggressive assault will be excluded.

The three principal arguments advanced in favor of intervention are: (1) that the current system of handling many accused of crime is inadequate and/or has a negative effect on the offender; (2) that the financial and social costs associated with processing all violations in the traditional manner are prohibitive; and (3) that failure to screen out less serious offenders inhibits law enforcement, courts, and corrections from concentrating on the more serious cases.

As used here, the term "intervention" refers to formally

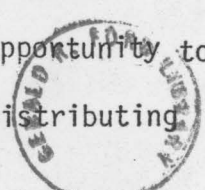


nowledged and organized efforts to engage community resources and programs as an alternative to initial or continued processing into the criminal justice system. Intervention implies halting or suspending formal criminal justice proceedings against a person in favor of processing through a non-criminal disposition or means.

The current literature and much opinion within the justice system supports the assumption that any alternative for diverting offenders out of the criminal process is better than the existing one which appears to have a decidedly destructive impact, whether measured by "treatment success" or recidivism rates. If, on the whole, the effects of criminal processing, court supervision, and incarceration are ineffective or harmful, the traditional model of handling offenders, instead of deterring crime, may deter the offender's successful community performance. Diversionary methods, accordingly, appear more promising. Diverting offenders who do not have to contend with prison's criminogenic environment. Their lives are disrupted less seriously, contacts with the community are not severed. Stigmatization is less severe. It seems that the earlier diversion occurs in the criminal justice system, the greater its relative advantages.

Given the choice between expanding the capacities of police, courts, and institutions to the point where they could accomodate the present and projected rates of criminal activity and the opportunity to establish diversion programs with public funds, the economics of the matter clearly favor a social policy decision for diversion. Comparison of the per capita cost of institutionalization versus systematic reliance upon the relatively lower cost of community treatment alternatives has been repeatedly observed.

Finally, diversion provides society with the opportunity to begin the re-ordering of the justice system, by redistributing



resources to achieve justice and correctional goals -- to develop truly effective prevention, justice, control, and social restoration programs.

Implementation Specifications

In order to maximize the planned use of intervention it is necessary to identify the points at which diversion may occur and the individuals or groups primarily responsible for it at each of these points. A plan must be developed which effectively screens subjects out of the criminal justice system in terms of their real danger to society, their service needs, and the availability of existing community treatment alternatives.

The proponents of this proposal believe that screening a limited number of individuals on a selective basis out of the court system to employment, counseling, and referral services can provide a sound initial basis for introducing diversion to New Mexico. Expansion of diversion to include appropriate services at the pre and post-arrest stage could await evaluation of results from the court based pre-trial program. Introduction of diversion at the pre-trial stage also permits the criminal justice system to retain jurisdiction over the individuals diverted for community treatment and promise to increase accountability on the part of the subjects diverted. Studies conducted of other pre-trial diversion programs indicate a marked reduction in re-arrest and offenses committed by individuals referred by the courts for community treatment.

Juntos, Inc. recommends adoption of the standards for pre-trial intervention projects established by the National Advisory Commission on Criminal Justice Standards and Goals (1973).

Pre-Trial Intervention Standards.

1. The planning process and the identification of diversion services to be provided should follow total system planning concepts.

- a. With planning data available, the responsible authorities should develop priorities, lines of responsibility, courses of procedure, and other policies to serve as guidelines to its use.
- b. Mechanisms for review and evaluation of policies and practices should be established.
- c. Criminal Justice agencies should seek the cooperation and resources of other community agencies to which persons can be diverted for services relating to their problems and needs.

2. Each diversion program should operate under a set of written guidelines that insure periodic review of policies and decisions. The guidelines should specify:

- a. The objective of the program and the types of cases to which it is to apply.
- b. The means to be used to evaluate the outcome of diversion decisions.
- c. A requirement that the official making the diversion decision state in writing the basis for his determination denying or approving diversion in the case of each offender.
- d. A requirement that the agency operating diversion programs maintain a current and complete listing of various resource dispositions available to diversion decisionmakers.

3. The factors to be used in determining whether an offender, following arrest, but prior to adjudication, should be selected for diversion to a noncriminal program, should include the following:

- a. Prosecution toward conviction may cause undue harm to the defendant or exacerbate the social problems that led to his criminal acts.



Juntos, Inc. will become involved at the request of the accused, his/her lawyer, the family or the judge and prosecutor. In cases where it is deemed best for all concerned, including society, Juntos will propose to place the individual back into the community, provided certain conditions are met. These conditions will be set by the judge and will include some of the following:

1. That the accused have a job.
2. That the accused attend a vocational or academic school.
3. That the accused attend counseling sessions.
4. Other conditions imposed by the court.

Hence, foremost coordination will involve working with the judge.

Juntos, Inc. believes that if these steps are followed where needed, it will mean monetary savings to the state and continued and much needed services to our client, the first time offender. Evidence from similar projects in other states has demonstrated that locally operated, community based facilities tended to have greater success in reducing violational behavior by graduates than did State Correctional programs. The results achieved by both probation and local facilities supported the basic assumption that the best correctional care is provide in the community.

Juntos, Inc. proposes to assist in job placement, vocational training placement, academic school placement, housing and the countless myriad of other activities which make probationary supervision successful



b. Manpower Services

Vocational Training

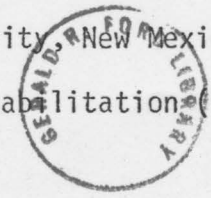
Juntos, Inc. recently contracted with the New Mexico Technical Vocational School to provide vocational training within the New Mexico State Penitentiary. At present, courses in Culinary Arts, Meatcutting and Cosmetology are being provided. there are 20 enrollees in both Culinary Arts and Meatcutting and 15 enrollees in Cosmetology. As enrollees either successfully complete their training or drop out for one reason or another, additional inmate trainees will be enrolled in the opened-up slots. Graduates will be certified and will be assisted by Juntos, Inc. in obtaining employment in these fields.

It is expected that efforts to establish correctional manpower training opportunities will take an accelerated pace nationally as part of the thrust toward crime prevention.

Juntos, Inc. believes that the emphasis should be placed on the continuation and expansion of institutional training. Under this program, the stipend and employment problems are eliminated, and participants are readily available for job counseling. Utilizing existing prison facilities, this plan is easier and much less expensive to implement, and the ex-offender emerges from the penitentiary confident that he has a marketable skill, thus aiding his rehabilitation.

Referral Services

With only limited funds available to Juntos, Inc. to provide the offender with needed academic and vocational training, reliance is placed upon other available training resources. During the past year Juntos clients have been referred to Operation SER, OIC of New Mexico, The New Mexico Technical Vocational School, The New Mexico Public Service Careers Program, The Concentrated Employment Program (CEP), The University of New Mexico, New Mexcio State University, New Mexico Highlands University, the Department of Vocational Rehabilitation (DVR),



the Work Incentive Program (WIN), Jobs '70, Home Improvement Project, Prison Farm, Albuquerque Technical Vocational School, Camp Luna Vocational School, and a barbers' school in El Paso, Texas.

We will continue to utilize these resources and will expand upon them by identifying new resources and working to secure their commitment to assist Juntos in helping our clients.

A key aspect of our referral process is the follow-up process. Juntos, Inc. does not believe that it has met its obligation toward a client merely by referring him to another source of help. We will want to know that happened to him as a result of that referral. Did he receive assistance? If so, was it the type of assistance he wanted? If not, is there some other way we can help him? Accordingly, we contact the referred source and the client by telephone after an appropriate interval to determine the outcome of the referral. We also urge our client not to hesitate to contact us should the referral not work out.

c. Job Development and Placement

Our experience has shown us that certain ex-offenders will be in need of immediate job development and placement services rather than referral to sources of additional training. Some may already have saleable skills; others may be lacking in all but the most rudimentary job skills but may need an early job as a condition of parole or probation to support a family; and still others may simply not be interested in enrolling in a training course at the time of release. Each of our six service centers will have a job developer and a program counselor whose responsibility it will be to work with these clients to help them meet their needs.

Through arrangements initiated by Juntos, the New Mexico Employment Security Commission (ESC) has agreed to provide each of our centers with daily job order requests received from employers by their offices throughout the State and a micro fiche screener which portrays the complete job description, conditions of work, etc. for easy reading by our job developers and clients. Juntos has already taken delivery of this equipment at our central office in Santa Fe.

Independent of this valuable source of job orders, each Juntos job developer routinely identifies and contacts potential employers in his target area to explain the purpose of the program and to solicit the employers commitment to assist the offender in finding employment.

For each employer who agrees to participants in our program, the job developer completes an Employer Call Card so that he will have a written record of potential jobs available to ex-inmates. In addition the job developer will meet regularly with business groups, civic organizations, labor unions, etc. to explain our program and seek their cooperation and referral for the offenders report that "work is one of the In the National Advisory Commission on Criminal Justice Standards and Goals, the Commission stated that the labor market is one of the most depressed in the country. In the prior year and a depressed job market, Juntos had achieved 83% of its annual job place-

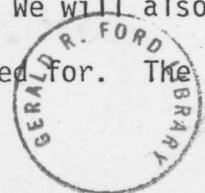
ment total through 10 ½ months of operation (figures current as of 2/25/75).

A complete vocational guidance service is offered by the job developer, who works with each client on an individual basis for as long as necessary. First, an employment plan will be developed for each participant, based on an assessment made by the job developer during the initial counseling session. Juntos clients receive specific instruction concerning his selected employment field or fields, i.e., wages, fringe benefits, up-grading and advancement possibilities, etc. He also receives counseling in "world-of-work" techniques: how to make initial contact with an employer, how to conduct an interview, the elements of good grooming, punctuality, dealing with supervisors, etc. Each client is given the names of potential employers and assisted in making appointments, either by telephone or by mail, for interview. If necessary or desirable, the client is escorted by a staff member to the interview site.

The principal focus of this component will, of course, be of the ex-offender, first-offender, and those young persons in need of employment. Here we will have a three-fold purpose: to educate participants on basic techniques of job finding, to utilize those new skills along with the job developer to locate a job suitable to the participant's employment needs, and finally, to change the negative attitude that many employers have toward hiring a person with a prison record or involvement with the Criminal Justice System.

Follow-up

An important part of any job development and placement activity is follow-up. Once a client is placed on a job, we will contact both the employer and the employee at regular intervals to determine if the employee is still on the job, and if not, why not. We will also inquire if any additional services on our part are called for. The



timing and frequency of follow-up contacts is dependent on the individual involved and the nature of his job. In all instances, the results of the follow-up are documented.



d. Counseling and Supportive Services

The need for counseling and supportive services on the part of project participants has been well-established. Legal assistance and job location assistance are the two major requests voiced by participants. Generally, the participant is in need of guidance counseling for more than one problem. Guidance counseling to assist the individual in making satisfactory progress can include a variety of counseling areas involving employer, education, family, self, the criminal justice system and supportive services guidance (i.e. housing location, food stamp assistance, medical attention, etc.). The purpose of counsel and advise is to help the individual first establish and then achieve his/her goals as expediently as possible and, at the same time, offer assistance relating to self-help maintenance and progress, so that he can achieve self-sufficiency. The typical procedure followed in relating the program to ex-offenders is a three-phase program.

In Phase I, entry phase, contact between the ex-offender and the program is established (via telephone, correspondence, referral, etc.). We have already established a good working relationship with the authorities at the State Penitentiary and La Tuna Federal Institution, and receive from them all appropriate referrals. Usually, the ex-offender's first contact with the program will be through the center's secretary/family counselor. The ex-offender is rarely hesitant to state his/her need to the secretary/family counselor upon initial communication. When the prospective participant's needs have been identified Phase II, the implementation phase is initiated. A staff member is assigned to work with the participant according to the service(s) needed or requested and a suitable service plan is formulated. When the need arises, more than one staff member may be assigned to work with any particular case. For example, an individual who was recently

released from incarceration may request Juntos, Inc. to assist him in obtaining suitable employment. Thus, one of the counselors with wide job development experience will be assigned by the center coordinator to work with the ex-offender. At the same time, the participant may reveal that his wife requires guidance in making out a practical, but adequate shopping list - so that the secretary/family counselor will also be asked to assist.

After these services have been provided to the offender and his family, a suitable follow-up plan is established by the counselor. The plan is generally based on the participant's character and immediate needs. The follow-up may include work orientation counseling (which is also offered in the initial interview), contact with employer, training institution or school, and family. Training sessions have been conducted in cooperation with such institutions as the University of New Mexico's School of Psychiatry, New Mexico State University, the Institute for Social Research and Development, various state agencies, La Academia de La Nueva Raza, and private consultants.

Following negotiations with the Penitentiary of New Mexico and La Tuna Federal Institution in May, 1973, a Juntos, Inc. Institutional Programs Coordinator has been entering these institutions on a regular basis for the purpose of counseling ex-offenders. Priority is given to those offenders who have six months or less remaining before parole or release and those who plan to relocate in areas served by Juntos, Inc. The Institutional Programs Coordinator works closely with prison and parole authorities.

All six centers conduct weekly staff meetings where information of common interest is interchanged. Information on specific cases, where one staff member may require the assistance of another, is also shared.

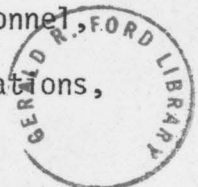
e. Comprehensive Statewide Juvenile Delinquency Prevention Program

In the National Advisory Commission on Criminal Justice Standards and Goals Report earlier referred to, the authors note that "Youth crime is one of the nation's most troubling problems. The United States has a long tradition of dealing differently with juveniles than with adults who are in difficulty with the law, in the hope that juveniles can be rechanneled into becoming law-abiding citizens. However, many of the methods of dealing with juveniles in this country have come to be viewed..as counterproductive..." LaMar T. Empey in Prisoners in America is more specific when he quotes an earlier authority on Juvenile Justice:

"...the final step in the making of an adult criminal occurs when youth become enmeshed in society's legalized methods for dealing with them. To be sure, the most vulnerable group are those who are truant from school or considered to be the troublemakers in the neighborhood. They cause difficulties in the classroom, defy their parents, and frighten the neighbors. Ironically, however, as the community imposes increasing legal sanctions upon them, they are not really integrated back into the institutionalized track that leads to successful adulthood as one might hope, but are separated further from it. Thus, a self-fulfilling prophecy is set up that tends to evoke and make worse the very behavior that was complained about in the first place. Evil is dramatized, not eliminated."

In short, the point is rather obviously made: the most productive occasion on which to interact with the potential offender is before he or she has committed the first crime. It is with this purpose in mind that Juntos, Inc., has established its Youth Program. The Youth Program will entail utilization of ex-offender staff members and participants to counsel with youth groups and individuals in school situations. The "school situations" will be taken to include junior high schools, high schools, technical and vocational schools, and colleges and universities.

Basically, the project will be directed towards "potential juvenile offenders". This will include young persons referred to Juntos, Inc., by school personnel, employment and welfare offices, mental health centers, community organizations,



family, various youth agencies and informally by law enforcement officers. The program will also involve working with school drop-outs and classes related to juvenile delinquency at the college and university level.

The actual counseling will consist of the ex-offender staff members and participants working with youth groups and individual in rap sessions in which the staff and participants present their personal experiences with the criminal justice system in attempting to promote an early diversion. Subjects to be discussed will include: youth activities programs (community projects, part-time employment opportunities, recreational activities, etc.), police-youth relations, the role of education and schools, peer-group relationships, etc. Where the need for more intensive services (e.g., family counseling) is identified, we will see to it that it is provided.

It is the belief of Juntos, Inc. that the most productive occasion on which to interact with the potential offender is before he/she has committed the initial offense. It is with this purpose in mind that Juntos, Inc., has established its program for youth.

Juntos, Inc., believes that while it may be difficult to assess the impact of its Juvenile Delinquency Prevention Program in specific terms, the component, because of its unique and innovative approach, holds high promise of accomplishing effective end results. It is the intention of Juntos, Inc., to utilize both certified teachers and ex-offenders (who are either staff members or participants of the other Juntos, Inc., components) to implement this program. While the certified teachers can provide needed professionalism, the ex-offender, who will be an integral part of the program, are people who can "tell it like it is", who can spell it out, stripped of glamour, what it is like to be arrested, booked, charged, tried, and sentenced for a crime and how frustrating, lonely, and boring life within a penitentiary actually is. Juntos, Inc., believes that if any group can get through to young people who are already showing signs of being "turned off"

by the traditional institutions in our society, it is people who have experienced the same frustrations and know where failure to successfully handle those frustrations can lead.

Juntos, Inc., proposes to involve a greater number of youth in this component by continuing the programs structured and instructed curricula (see attachment) in more junior high school and high schools and post-secondary educational facilities in New Mexico. (Currently, Juntos, Inc., is implementing the curricula in seven junior high schools in New Mexico. The youth program model currently being used by Juntos, Inc., has been most favorably received and since April 15, 1974, more than 3,000 young persons have participated in Juntos, Inc., curricula and/or received Juntos, Inc., services). Insofar as the program's involvement with schools, a new facet will be Juntos, Inc., activities to prevent unwarranted and arbitrary suspensions and expulsions of students.

The Comprehensive Statewide Juvenile Delinquency Prevention Program will include two new primary facets, or areas, involving the following activities: (1) Organization of local Juntos, Inc., Youth Advisory Councils; (2) Organization of a Statewide Juntos, Inc., Youth Advisory Council.

The basic functions of the local Youth Advisory Councils would be to monitor the Juntos, Inc., youth programs in their respective areas (the six locations where Juntos, Inc., is to operate project offices) and act, in an advisory capacity to the Juntos, Inc., administration, to improve their local youth programs. Members to serve on the local Youth Advisory Council would be elected through a democratic process by the participants at-large. Local elections at all six locations would again occur later in the year to elect representatives to a Statewide Youth Advisory Council. It is anticipated that the Statewide Youth Advisory Council, together with delegates elected from the six locales, would meet perhaps twice to consider the program's operation on a statewide basis and to consider various statutes, laws and legislation pertinent to young persons (for example the New

Mexico, Children's Code)



Mexico Children's Code). Perhaps the end result of such statewide meetings, depending on the mood of the participants, would be the drafting of model legislation.

The local Youth Advisory Council would develop models for Recreational, Cultural, and Social Programs for the youth participants in their area. Such activities in the three areas mentioned above could include, for example, boxing, basketball, softball, arts and crafts, cultural dances, songs and literature, etc. This would allow youth participants of one area (a boxing team, for instance) to challenge participants of another area in competitive events. Debates, role-playing and mock trials will be continued and emphasized under this component. The entire youth program is basically addressed to those young persons identified as "trouble makers" or "drop-outs".

Juntos, Inc., proposes to work with four thousand (4,000) youth out of the six program centers.



f. Career Development Center

As a result of the Juntos experience in serving the offender in New Mexico, the need for the addition of an important innovation, combining an intensive career development program with a short-term residential living environment, has been clearly indicated. Our familiarity with the diverse needs of the offender, re-enforced by the preliminary results of our investigation of the availability of specific services and support mechanisms available to meet these needs, point to the necessity of establishing a Career Development Center on a demonstration basis.

The Career Development Center concept envisioned here has not, to our knowledge, been tested elsewhere, and would constitute a wholly original approach in the Southwest and in New Mexico. The program design for the new residential center will integrate and serve the following key objectives:

- (1) Provide an enriched program of technical support leading to economic self-sufficiency for a selected number of offenders in:
 - (a) technical level or journeyman vocations, and
 - (b) enterprenurial activity;
- (2) Ensure maximum client receptivity to the program by providing residential, counseling, and other needed support services at the center site;
- (3) Re-enforce motivation and personal self-governance through the development of community environment built around independant decision-making and the exercise of personal responsibility; and
- (4) Offer an alternative career choice for the offender who can benefit from an intensive and enriched program of support and whose talent and potential would otherwise remain underdeveloped or be wasted.

It is projected that a selected number of pre-screened residents (approximately

30 offenders) will occupy the center during the funding period. The maximum length of residency will be limited to one hundred twenty (120) days. This length of stay should permit the resident adequate time to become established in a vocation defined by high job quality indicators (i.e. income, upward mobility, duration) or to make the necessary preparations to start a small business enterprise. Time and the provision of technical assistance will eliminate the all too frequent necessity, faced by all offenders, of accepting low paying, dead-end positions in order to survive. Intensive career development consultation, strengthened job placement, business organization, management, and financing assistance will be provided through the center.

In the area of vocations, higher paying technical, para-professional and apprenticeship positions will be identified and secured in cooperation with labor organizations, trade associations, and targeted public and private employers where these kinds of positions are offered. It is anticipated that the Juntos center staff will be required to negotiate with employers regarding the relaxation of some employment barriers, prepare clients for civil service examinations, and conduct an intensive job search in that employment sector which has had little experience with employing the offender. We are convinced that this employment sector can be no more resistant to hiring the offender than the firms which offer lower paying, temporary jobs. Indeed, it is possible that the job placement rate may equal or exceed our prior experience in the more familiar employment market.

In the area of entrepreneurship and small business enterprise, businessmen, educational facilities, and related organizations, (i.e. Small Business Administration, CAMBIO, National Economic Development Association, Office of Minority Business Enterprises and Minority Enterprises Small Business Investment Corporation) will be utilized so that the center residents can acquire a working solution to the problems in their attempted integration to the business community.



These organizations can be brought together to conduct seminars, workshops, and training sessions at all levels of economic development. For example, management and fiscal seminars might be conducted by the Juntos, Inc., State Staff, methods relating to the procurement of venture capital might be presented by banks and other lending sources. The University of New Mexico, in conjunction with the Bureau of Business Research, will provide services to the residents by researching and feasibility and the potential for success of the different business ventures contemplated by the residents.

The involvement of the business and financial community in various aspects of the program will give the resident offender the confidence necessary to operate his own business.

To ensure a close match of client capability and career potential with new career opportunities developed through the center, Juntos staff will carefully pre-screen prospective center residents from among the hundreds of offenders who enter our program throughout the State of New Mexico. Juntos will screen-in applicants whose background, experience, and skill levels make them promising candidates for career development. Eligibility for final acceptance to center residency will be determined by the center Board of Directors composed of residents and center staff. Criteria for screening-out applicants will include (1) former drug or alcohol addiction or abuse, (2) underdeveloped social skills needed for the successful group living situation, and (3) any other personality disorganization which is inconsistent with a highly disciplined program of personal and vocational achievement.

Residents will share responsibilities in maintaining the center. These responsibilities will include housekeeping, cooking, maintenance, etc.

The Health and Social Services Department will be utilized to provide the center with services such as the procurement of food stamps to alleviate the cost of the operation of the center and to insure the residents of a balanced,



nourishing diet.

Recreational activities will be arranged for and by the residents.

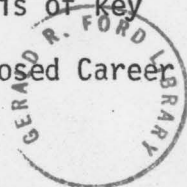
Counselors and Job Developers from the Juntos, Inc., staff will be at the disposal of the residents at all times. A Center Coordinator will be hired in a supervisory capacity. In addition, a Career Development Specialist and a Vocational Counselor will also staff the house.

Follow-up counseling and other Juntos, Inc., services after the one hundred twenty (120) day residency at the center will be available to the offender with no time limitation.

9. Research and Evaluation

Juntos, Inc., maintains a program research and evaluation effort which permits central staff to systematically identify client needs, to measure the adequacy and accessibility of community services for the offender, and to assist in shaping the Juntos program priorities and activities. During the past year, for example, Juntos, Inc., designed and conducted field surveys and structured interviews with a sample selection of social service agencies and offender clients. Our preliminary analysis of the results of these surveys disclosed that existing social service agencies had little or no way of appraising the quality nor the number of services they deliver to the offender; that few service agencies actively sought offender clients, via outreach, publicity or otherwise; and that seldom were the services provided by these agencies tailored or individualized to meet the special problems shared by the offender population. We also found that offenders, however, actively sought help of service agencies-on the average the offender called on a variety of social service agencies 3.8 times after release from court or prison, often being referred from one agency to another. When services were provided the client group they were most often assessed as "satisfactory" by the client, but that fact remains that at the time of the client interviews, the great majority (63%) were unemployed and most were impoverished. The services most needed by the offender - jobs, housing, and financial support for the transition period from incarceration to re-integration to community life were those least frequently provided by the established social service agencies.

In the coming year, research and evaluation efforts will be directed towards (1) further analysis of the accessibility of social services for offenders (2) development of an improved evaluation design for better measure Juntos', Inc., program impacts, and (3) a process evaluation project to permit analysis of key variables and events in the development and operation of the newly proposed Career Development Center.



B. Project Organizational Management

1. Project Organization

For a portrait of the Juntos staffing pattern, refer to our organizational chart below (Chart 1.)

The Central Staff composed of the Executive Director, Data and Systems Analyst, Program Specialist, Administrative Assistant, Youth Programs Coordinator, Accountant, Institutional Programs Coordinator, Secretary and Clerk/Typist will work out of Santa Fe facilities.

Brief descriptions of primary staff functions are as follows:

Executive Director: Directs and coordinates the overall program of Juntos, Inc.; maintains communication with cooperating agencies, institutions and community; is responsible for financial and management affairs; participates in research design and analysis.

Data and Systems Analyst: Coordinates center office procedures and program systems; monitors the information reporting system, and collects, organizes, analyzes, and prepares information pertinent to the program.

Program Specialist: Develops all program components and contracts for outside services provided by linked agencies; program development and planning responsibilities.

Accountant: Assumes entire responsibility for fiscal management and reporting.

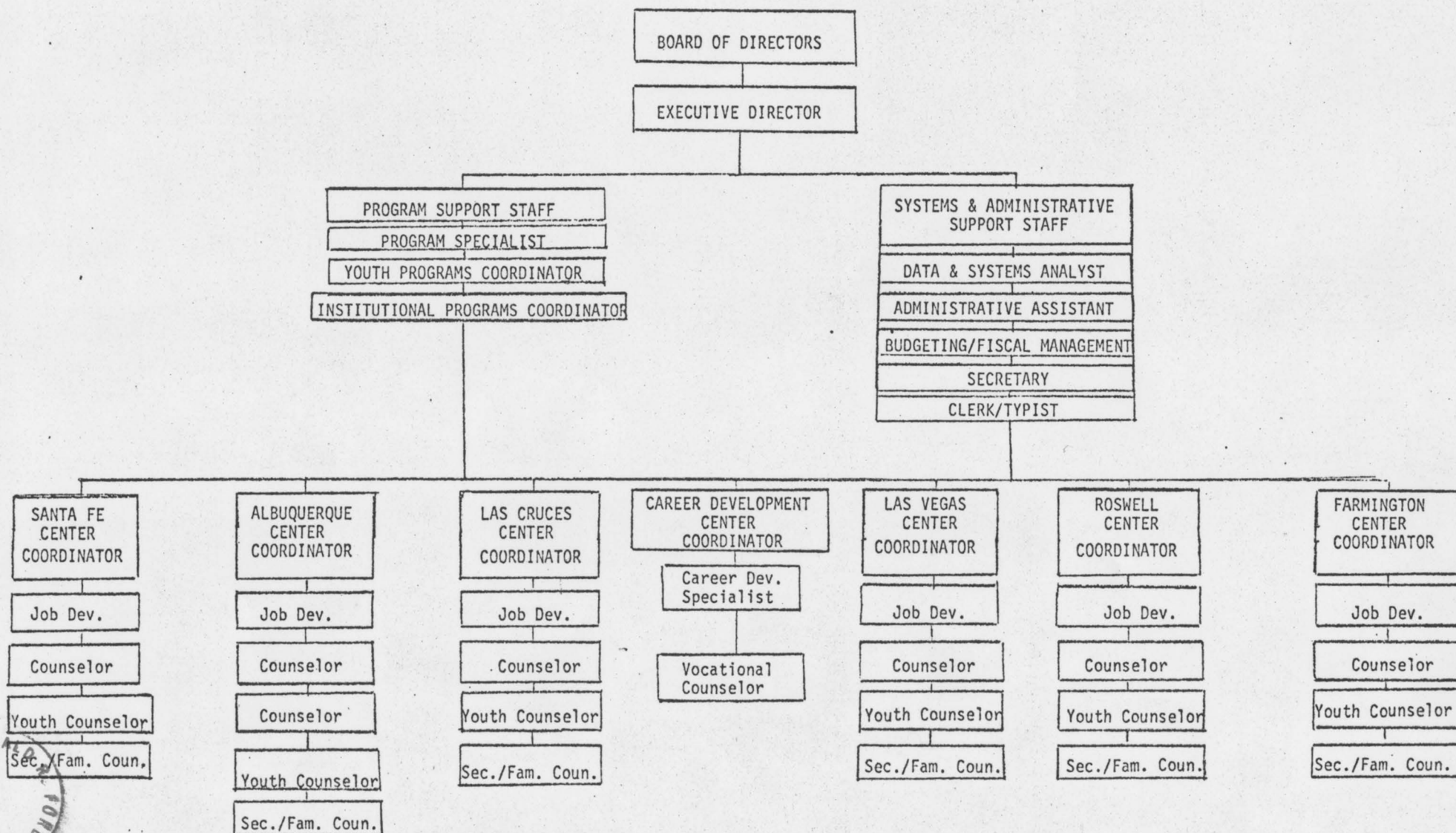
Youth Programs Coordinator: Monitors and coordinates activities of all youth programs.

Administrative Assistant: Assists the Data and Systems Analyst in the preparation of reports and the collection and organization of empirical data.

Institutional Programs Coordinator: Monitors and coordinates all programs implemented within the various penal institutions where Juntos, Inc., operates.

Center Coordinator: Administers center programs; assumes responsibility for accomplishing project objectives; directs local staff and reports to State

CHART 1.



Office.

Career Development Center Coordinator: Administers, develops, and monitors all operations and activities of the Career Development Center.

Job descriptions have been developed for all staff positions and are available upon request.

In order to ensure the recruitment and utilization of a sympathetic and committed staff, the following general criteria have been and will continue to be deployed in future staff selection:

- (1) Upon refunding, priority in re-hiring will be given to those current staff members who initiated the program. .
- (2) Ex-offenders will be utilized on the staff at all levels of management.
- (3) The attainment of a high level of education and prior experience will be essential only in a limited number of state and area positions. The standards for these positions will be determined by the supervisor of each department under which the position falls, with final approval by the Executive Director.
- (4) Every consideration will be given to providing employment for persons who have been denied the benefit of a formal education or who have been unable to acquire sufficient work experience. Specific priority will be granted to persons who are members of the target groups served by Juntos, Inc.
- (5) Recruiting efforts will emphasize hiring, training and advancing people who are served by Juntos, Inc.
- (6) No person in the Juntos program, or persons seeking admission to the program shall be appointed, promoted, demoted, removed or in any way favored or discriminated against because of their age, sex, race, color, national origin or because of their political or religious opinions or affiliations.
- (7) Only capable and responsible individuals are to be employed by Juntos, Inc.
- (8) All candidates for a position shall be evaluated against requirements



as set by department directors with final accountability to the Executive Director.

2. Facilities

In addition to its central staff facility, Juntos, Inc., currently operates five centers -- in Santa Fe, Albuquerque, Las Vegas, Roswell, and Las Cruces - and will establish a sixth center in Farmington and a Career Development Center in Santa Fe, upon refunding. This will ensure a Juntos, Inc., presence in each of New Mexico's principal population centers and will enable us to serve as large an offender population as is possible with our limited resources. All centers are located in areas that can be conveniently reached by our client population and are largely staffed by bi-lingual persons. As the need dictates, staff and facilities are available to our client population anytime day or night.

3. Project Monitoring System

Program progress will be monitored by each center on a monthly basis. Specific monthly objectives will be set by each center for each activity, based on the specified yearly objectives (see Section IV). These monthly objectives will be assigned as milestones on a schedule chart; each center coordinator will monitor these milestones and will report each month to the central office as to the successful completion of the milestones scheduled to be completed that month. For example, milestone #7 for the proposed Farmington center might be that during the month of June, ten ex-offenders will be placed in jobs. Should ten ex-offenders in fact be placed in jobs during that month, the center coordinator would merely report at the end of June with regard to milestone #7 that it was 100% completed; nothing further need be added. If, however, the job placement activity is either behind or ahead of schedule, the center coordinator will then be required to prepare a written narrative which will answer the following questions:

- (a) what caused the deviation from plan?

- (b) what is the likely effect that the deviation will have upon the successful completion of the activity?
- (c) what corrective action, if any, have you taken or do you plan to take?
- (d) what further management action, if any, do you recommend be taken by the central office?

This system of reporting is both simple and effective. By reviewing the information on the milestone chart, management has immediate visibility of program status. Further, narrative reports need be prepared only when deviations or "exceptions" to planned progress occur. This method of "reporting-by-exception" thus minimizes the amount of time that is required for writing and reading reports, and it provides a means of readily focusing management action on only those items needing attention (i.e., the deviations or exceptions). Deviations from achievement of planned objectives will be spotted early, and management can take early corrective action rather than belatedly reacting to crisis. In addition, by graphically representing up-coming milestones, the chart keeps the individual center coordinator apprised of approaching activities and enables him to allocate his resources accordingly.

We believe introduction of this milestone reporting approach will strengthen the existing reporting system developed by Juntos, Inc. This refinement of our existing data collection system will be introduced in month one of the funding year.

VI. PROJECT BUDGET



Wages and Salaries		\$ 461,500
Fringe Benefits		73,840
Travel		33,024
Consultants		8,000
Rent		35,700
Equipment Rental		17,250
Consumables		9,030
Communications		17,640
Bonding and Insurance		3,000
Publishing and Printing		5,000
Food Consumption		16,425
Furniture and Equipment Purchases		
For Centers	\$ 4,043	
For Career Development Center	<u>9,380</u>	<u>13,423</u>
TOTAL CONTRACT COSTS		<u>\$ 693,832</u>



Wages and Salaries:

Executive Director	\$ 20,000	
Accountant	14,000	
Secretary	9,000	
Clerk/typist	8,000	
Program Specialist	14,000	
Data & Systems Analyst	14,000	
Youth Programs Coordinator	14,000	
Administrative Assistant	10,000	
Institutional Programs Coordinator	10,000	
7 Center Coordinators @ \$12,500 ea.	87,500	
6 Job Developers @ \$10,000 ea.	60,000	
9 Counselors @ \$10,000 ea.	90,000	
6 Youth Counselors @ \$10,000 ea.	60,000	
6 Secretary/Family Counselors @ \$8,500 ea.	51,000	
TOTAL WAGES AND SALARIES		\$ 461,500

Fringe Benefits:

16% to include all employer taxes, insurance,
and a Qualified Pension Plan 73,840

Travel:

1. Mileage

- a. 900 miles per center per month @ 13¢
per mile. 900 miles x 12 months x 7
centers x 13¢ 9,828
- b. State Staff travel - 6,000 miles per
month for State Staff to Visit each center
at least once per month, @ 13¢ per mile 9,360



Travel: (Continued)

- c. 12 Board meetings for 9 members
@ 13¢ per mile, avg. 150 miles
per trip. $9 \times 12 \times 150 \times .13$ \$ 2,106

2. Per Diem:

- a. State Staff to travel to centers
once per month, 2 nights per visit,
2 persons per visit, per diem @
\$26, 5 out-of-town centers. 10
nights $\times 2$ persons $\times 12$ months $\times \$26$ 6,240

- b. Out-of-state travel - to attend con-
ferences, contract negotiations, etc.
 6 trips $\times 3$ staff members. \$200 per
person per trip. 6 trips $\times 3$ staff
members $\times \$200$ 3,600

- c. Out-of-state travel per diem 6 trips
 $\times 3$ staff members $\times 3$ nights $\times \$35$
per day 1,890

TOTAL TRAVEL: \$ 33,024

Consultants:

\$100 per day to include travel for consultants.
Consultant fees required for continued training
of present staff and new staff, to continue the
up-grading of management systems and to furnish
expertise to the three components of Youth, In-
tervention and Ex-offenders. 8,000

Rent:

- a. State Office - \$475 per month
 $\$475 \times 12$ 5,700

- b. 6 centers @ \$250 per month
 $6 \times \$250 \times 12$ 18,000

- c. Career Development Center to house 10
clients released from penitentiary
 $\$1,000$ per month $\times 12$ months 12,000

TOTAL RENT: 35,700



Equipment Rental:

a. Youth component travel bus rental 1 trip per center per 4 months - 25 youth per trip \$450 per trip for charter bus, 7 centers \$450 x 21	\$ 9,450	
b. Other equipment rentals \$650 per month for 12 months	7,800	
TOTAL EQUIPMENT RENTALS		\$ 17,250

Consumables:

a. \$15 per month per employee \$15 x 43 x 12	7,740	
b. Other - to be used for Career Development Center		
30 sets of linen - 3 ea. per person @ \$15 ea.		
\$15 x 3 per person x 10 persons	450	
10 bedspreads @ \$10 ea.	100	
30 sets of towels @ \$4 ea.	120	
2 sets of shower curtains @ \$10 ea.	20	
Cooking utensils	200	
Dishware & glassware	200	
Floor mats	200	
Cleaning material (brooms, mops, etc.)	100	
Total other consumables	1,290	
TOTAL CONSUMABLES		9,030

Communications: (Telephone & Postage)

State office - \$350 per month x 12	4,200	
7 centers x 160 per month x 12	13,440	
TOTAL COMMUNICATIONS		17,640

Bonding & Insurance:

To cover equipment and centers	3,000
--------------------------------	-------

Publishing and Printing:

Textbooks for youth curricula, business cards, brochures and printing posters	5,000
--	-------



VII. Capability Statement

A. Major Accomplishments

Originally funded by the U.S. Department of Labor as a demonstration program established to provide ex-offenders with manpower services, Juntos, Inc., has evolved to become a multi-service organization and a permanent part of the criminal justice system in the State of New Mexico. Juntos has become a vital advocate and service broker for the offender at many stages of the criminal justice process - providing an alternative to the courts which have sought dispositions which could return the first offender to the community, instituting and financing popular and relevant vocational training for inmates within the State Penitentiary, assisting the parole division to develop parole plans, and helping the ex-offender find his way back into the community after release from prison. If the offender needed support, Juntos has tried to develop a program to aid in his struggle for self-sufficiency and adjustment within the community.

During the ten and one-half (10 1/2) month period just completed under our most recent one year grant from the Law Enforcement Assistance Administration - Dallas Regional Office, Juntos, Inc., exceeded planned performance goals, delivering a total of 4,874 service units to all clients, thereby achieving 212% of our operational plan (see Table 2). Planned performance was ahead of schedule in all service categories, saving job (83%) and school and training placements (86%), which should be met by the time our current grant period expires (4-15-75).

Juntos, Inc., has continued to improve its internal management and data collection capability and has approached the point where it can propose an ambitious research and evaluation program to strengthen the design of services it now delivers to the offender. This achievement is all the more significant in that it has been accomplished, in part, by a non-professionally trained staff of ex-offenders, coupled with the planned use of outside consultant services and

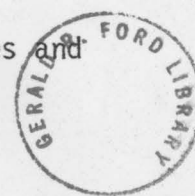
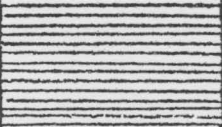
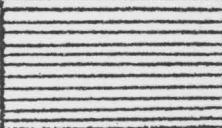
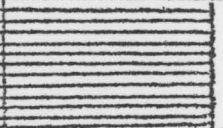


TABLE 2

SUMMARY OF COMPLETED ACTIVITIES

BY SERVICE TYPE

4/15/74 - 2/25/75*

SERVICE CATEGORY	CLIENT CATEGORY			GOAL ACTUAL	PERCENTAGE GOAL COMPLETION
	A	B	C		
JOB PLACEMENTS	36 164	51 49	37**	87 250	83%
SCHOOL AND TRAINING PLACEMENTS	-16 69	16 25	21 30	21 124	86%
FAMILY COUNSELING TRANSACTIONS	-36 76	-8 58	22 38	-22 172	115%
INDIVIDUAL COUNSELING TRANSACTIONS	 201	-1 201	-26 126	-27 327	109%
REFERRALS TO SERVICES	-261 661	-124 224	163**	-385 1048	209%
YOUTH WORKSHOPS	 3153	 3153	-2251 3153	-2251 3153	350%
	-277 970	-66 557	-2234 3347	-2577 4874	212%

*10 1/2 Months

CLIENT CATEGORY KEY: "A" - Ex-Offender

"B" - Court Referral

"C" - Youth

**While these services did not have assigned goals, the actual performance, in both areas, is reflected in the totals and percentages boxes.

volunteers.

Juntos, Inc., has made a significant impact upon the employability, self-sufficiency, and post-release behavior of ex-offenders in the State of New Mexico. Ex-offenders who have participated in the plan of service carried out by Juntos, Inc., have stayed out of prison in far greater numbers than the norm, have been successfully re-integrated into community and family life, have been placed in permanent jobs and returned to school and training.

B. Activity Audit

U. S. Department of Justice technicians assisted Juntos, Inc., in conducting a performance audit for calendar year 1974 activities, the results of which are portrayed on Chart 1. Audit procedures required technicians and staff to review all original documents and reports filed by each center, and to check the Juntos, Inc., bookkeeping procedures thoroughly.

Of the offenders who entered the Juntos program during 1974-75, a total of 27 have been returned to a penal institution to date. Eleven of these were returned upon the commission of a new offense and sixteen as parole violators. The Juntos, Inc., experience to date, then, is to hold the incidence of verified recidivists among project participants to 10.6%. It is possible that a few additional project participants who have left the State and with whom contact has been lost, could have been re-incarcerated, but this could not be verified within the constraints set by the activity audit performed by the technicians. We believe, however, that the reported results concerning recidivism are substantially correct.

C. Principal Officers and Directors

Mr. Ed Gutierrez is the President of Juntos, Inc., and a member of the National Council of La Raza. Mr. Gutierrez is a former Mayor of the City of Las Cruces, New Mexico and is a housing consultant to a private firm in Santa Fe, New Mexico.

Mr. Facundo Valdez is the Vice-President of Juntos, Inc. Vice-President Valdez, M.S.W., is an Associate Professor of Sociology at New Mexico Highlands University in Las Vegas, New Mexico and is a member of the National Council of La Raza.

Serving on the Board of Directors is Dr. Graciela Olivarez, who has an extensive track-record in the area of corrections. Dr. Olivarez is currently the New Mexico State Planning Officer and formerly was Director of the Institute for Social Research and Development, University of New Mexico, Albuquerque, New Mexico. She is also a Professor of Law of New Mexico and is a member of the American Bar Association's Commission on Correctional Facilities.

Mr. Alex Mercure, past-president of Juntos, Inc., is prominent in the field of rural development, economic development and, in fact, organized the Home, Education and Livelihood Program (HELP) in the State of New Mexico. Mr. Mercure is currently Vice-President of Regional Affairs at the University of New Mexico, Albuquerque, New Mexico. He is a member of the National Council of La Raza and President of its organization, La Raza Investment Corporation. The National Council of La Raza is an organization that is actively involved in helping groups in the United States to become viable and more efficient.

Mrs. Betty Hamilton, also a member of the Board of Directors is formerly Assistant Dean of Women at the University of Pittsburgh, and is currently active in various civic activities.



APPENDIX A
LETTERS OF COOPERATION
AND
ENDORSEMENT



FRANK E. NOSS, UTAH, CHAIRMAN
WARREN G. MAGNUSON, WASH.
STUART SYMINGTON, MO.
JOHN C. STENNIS, MISS.
HOWARD W. CANNON, NEV.
JAMES ADOURICK, S. DAK.
FLOYD K. HASKELL, COLO.
HOWARD M. METZENBAUM, OHIO
BARRY GOLDWATER, ARIZ.
CARL T. CURTIS, NEBR.
LOWELL P. WEICKER, JR., CONN.
DEWEY F. BARTLETT, OKLA.
JESSE HELMS, N.C.
PETE V. DOMENICI, N. MEK.

ROBERT F. ALLNUTT, STAFF DIRECTOR

United States Senate

COMMITTEE ON
AERONAUTICAL AND SPACE SCIENCES
WASHINGTON, D.C. 20510

November 25, 1974

Honorable Peter J. Brennan
Secretary
Department of Labor
Washington, D. C.

Dear Mr. Secretary:

I am writing on behalf of Mr. David Salazar, Executive Director, Juntos, Inc., headquartered in Santa Fe, New Mexico, who is interested in continued funding from Federal manpower appropriations. Juntos is a highly successful organization which is very much involved in assisting ex-offenders in the State.

I understand that New Mexico has allocated \$50,000 for Juntos, Inc. By such action, Juntos, Inc. should be eligible for CETA, Title III funding.

I would appreciate your keeping me informed as to the formulation of the regulations and guidelines of these funding programs so that I can keep Mr. Salazar posted. Your assistance in this matter will be greatly appreciated.

Kindest regards and best wishes.

Very truly yours,

Pete V. Domenici
United States Senator

PVD/kecs

DEC 12 1974

WASHINGTON OFFICE:
1728 LONGWORTH BUILDING
AREA CODE 202: 225-2363

COMMITTEES:
ARMED SERVICES
SUBCOMMITTEES:
RESEARCH AND DEVELOPMENT
HUMAN RELATIONS

Congress of the United States
House of Representatives
Washington, D.C. 20515

DISTRICT OFFICES:
SUITE D, MCCORMY BUILDING
LOVINGTON, NEW MEXICO 88260
AREA CODE 505: 395-2252
SUITE 1022, FIRST NATIONAL TOWER
LAS CRUCES, NEW MEXICO 88001
AREA CODE 505: 524-8022

INTERIOR AND INSULAR AFFAIRS

SUBCOMMITTEES:
PUBLIC LANDS
WATER AND POWER RESOURCES
MINES AND MINING

FEDERAL BUILDING
GALLUP, NEW MEXICO 87301
AREA CODE 505: 863-3400

December 9, 1974

Mr. Donald E. Santarelli
Law Enforcement Assistance
Administration
Department of Justice
Indiana Building
633. Indiana Avenue
Washington, D.C. 20530

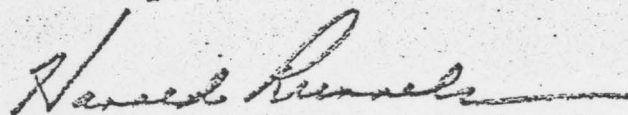
Dear Mr. Santarelli:

I recently visited with David Salazar regarding Juntos, Inc., a New Mexico Non-profit organization providing services for ex-offenders, youth and court referrals.

I am enclosing a copy of Juntos' brochure for your information. Since this organization was funded by the Department of Labor as a Special Demonstration Project, no other grants are available from that Department. However, I would appreciate knowing if Juntos might qualify for assistance under an LEAA program.

I believe you will find Juntos accomplishments to date quite satisfactory and I would appreciate any assistance you could provide me on this matter.

Sincerely,



HAROLD RUNNELS, M.C.

ch

/cc: Mr. David Salazar





STATE OF NEW MEXICO
FOURTH JUDICIAL DISTRICT

October 10, 1974

CHAMBERS OF
JOE ANGEL
DISTRICT JUDGE

P. O. BOX 1658
LAS VEGAS, N. M.

Mr. Bernie Duran
Center Coordinator
Juntos, Inc.
Post Office Box 1596
Las Vegas, New Mexico 87701

Dear Mr. Duran:

This is to inform you that I am impressed with your efforts in promoting the aims and philosophy of Juntos, Inc. I know that the task you face is tremendous, the challenges numerous, especially in view of the limited personnel at your disposal.

The contacts I have had with you regarding persons in my Court, the way in which you have handled your part in the matter, impressed me greatly.

You people fill a very real need in our community and I hope that your program will be continued and hopefully expanded.

Yours truly,

A handwritten signature in cursive script, appearing to read "Joe Angel".

JOE ANGEL
District Judge

JA/tap



STATE OF NEW MEXICO

SAN MIGUEL COUNTY PUBLIC ASSISTANCE AGENCY
P. O. Box 1348
Las Vegas, New Mexico 87701
October 17, 1974

HEALTH and
SOCIAL
SERVICES
department

Mr. Flavio B. Duran
Coordinator
Juntos, Inc.
P. O. Box 1596
Las Vegas, New Mexico 87701

Dear Mr. Duran:

I am writing this letter in support of your program operation. I have found during the last few months that your program is of real benefit to the Las Vegas community. Besides my standard expectation of your work on referral to the Public Assistance Agency, I have also been impressed by your new component in working with the youth in prevention and intervention.

As I mentioned before, my expectation of your close coordination and work with the Public Assistance Agency has never been disappointed. I very much appreciate the work that you and your counselors do with the ex-offenders, in helping them to receive financial, food, and medical assistance from this agency. I have noticed a number of situations where a person was unable to work through the problem of approaching the Public Assistance Agency for aid, but with your counselors' help it was accomplished with a minimum of frustration on the part of the ex-offender and my staff. I want to thank you for this very valuable service, and express my sincere desire that you will be able to expand it and continue it.

Sincerely,

Richard W. Reed, ACSW
Field Office Manager

RWR:rgk



STATE OF NEW MEXICO

San Miguel County Social Service Agency
P. O. Box 820
Las Vegas, New Mexico 87701

HEALTH and
SOCIAL
SERVICES
department

October 17, 1974

Mr. Flavio B. Duran, Coordinator
JUNTOS, Inc.
P. O. Box 1596
Las Vegas, New Mexico 87701

Dear Mr. Duran:

For the past three or four months we have been working closely with JUNTOS Inc. Since you reopened the agency, I find that you and your staff have been very cooperative in working with us.

I have made some referrals to your agency and I have found the staff cooperative and very sensitive to the needs of the people.

I would certainly recommend that you continue working as you have been as the function and goals of the agency are needed to meet the various needs of the community.

Sincerely,

Epifania R. Duran
Mrs. Epifania R. Duran
San Miguel County Director, SSA

ERD: trp



STATE OF NEW MEXICO
Department of Corrections
Adult Probation-Parole Division



Santa Fe 87501

Post Office Box 1565
Las Vegas, New Mexico
October 15, 1974

Mr. Bernie Duran
Juntos Inc.
P.O. Box 1596
Las Vegas, New Mexico

Dear Mr. Duran:

I would like to take this opportunity to express my continuing support for the Juntos Organization. Your organization has proved very helpful in providing services to clients under my supervision in the areas of individual and family counseling, as well as vocational and job placement.

As the Las Vegas representative of the Department of Corrections, I whole-heartedly endorse continued operation of your program in this community.

In addition I would like to thank you for your continued cooperation in providing services to Clients under my supervision.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Tony V. Hernandez".

Tony V. Hernandez
District 4 Supervisor
Probation Parole Officer II

TVH:lgw

cc: File





John R. Perea

SHERIFF OF SAN MIGUEL COUNTY

P.O. BOX 0

LAS VEGAS, NEW MEXICO 87701

PHONE 425-7509

October 15, 1974

Juntos Incorporated
Bernie Duran, Director RE: Letter of Endorsement

Dear Sir:

To Whom It May Concern:

I would like to take this opportunity, first of all, to thank all of your members and yourself in your past attempts and your successes in working in affording us the opportunity to become acquainted with your program, and in allowing us the opportunity to work in unison with your organization.

Secondly, but most important, I would like to express to you and anyone concerned, that this program is extremely worthwhile and I fully endorse it. I am sure that for our relations to continue, the only way we can go is forward with progress.

Most Sincerely,
I remain, your friend,

John Perea
John Perea, Sheriff

October 21, 1974

Juntos, Inc.
P.O. Box 1596
Las Vegas, New Mexico 87701

Dear Mr. Duran:

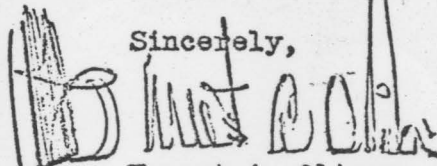
Ever since I rented the office to Juntos, I have had an amicable and understanding relationship with the entire staff.

I have had to do work both to the interior and exterior of the office, some which disrupts your normal routine, but you people have been very patient to me and my employees.

When you first moved in I didn't understand what Juntos was all about, but since I have seen you working almost on a daily basis, I can see that your agency is really doing a good job in the community.

I hope our relationship is a long one, and keep up the good work.

Sincerely,



Ernest A. Olivas





NOV 5 1974

Chaves County Community Action Program, Inc.

PH: 505 623-1782

POST OFFICE BOX 2246 - ROSWELL, NEW MEXICO 88201
October 31, 1974

Mr. Reynaldo Analla
400 East Bland Ave.
Roswell, New Mexico 88201

Dear Mr. Analla:

The Chaves County Community Action Program appreciates very much your endeavors this year in making our community aware of the ex-offender. Since JUNTOS opening in May, 1974, the Center has provided a much needed service in the community and surrounding areas. The competent staff has gone to great lengths to establish effective communication with the public and has made available a good, factual educational program which views the problem of crime in a realistic manner.

The agency has provided excellent consultant service to the other agencies who come in contact with crime cases, and one feels confident in working with them for the maximum benefit of the client.

Sincerely,

Douglas Bohanon
Acting Executive Director

DB/mdp

NOV 5 1974

State Of New Mexico

Office Of Manpower Administration

Manpower Delivery Sub Center District 6

Box 2246 Roswell, New Mexico 88201

October 23, 1974

Juntos Inc.
400 East Bland
Roswell, New Mexico 88201

To Whom It May Concern:

This letter is written in acknowledgement, and congratulation, to Juntos Inc. and its staff, for the outstanding work that they have done in their few months of existence in Roswell, New Mexico.

The job that these people have undertaken is an enormous one and there have been trying moments of frustration and complete chaos, but the staff at Juntos has maintained their composure and did the work.

Roswell is one of many cities in New Mexico that offered little or nothing for ex-offenders and would be offenders, until Juntos arrived. It is very rewarding for myself and staff, to work with a group of individuals such as Juntos has. We have worked hand in hand over the past few months and will continue to do so in the months ahead.

As both an employee of the state of New Mexico and a resident of Roswell, I ardently and specifically request that you serve as an advocate in soliciting favorable consideration for continued funding of Juntos on a statewide scale. We hope your acceptance of the advocacy role will carry with it a commitment of positive advisement and accurate reflection of our concern in the matter at hand. I therefore ask your assistance in assuring us that Juntos at our local level will be maintained.

Sincerely,

Pablo J. Martinez

Pablo J. Martinez
Personnel Counselor

PJM/msc



NOV 5 1974

EASTERN NEW MEXICO UNIVERSITY
ROSWELL CAMPUS



ROSWELL
88201

Office of the Dean

October 31, 1974

Mr. Reynaldo Analla
Center Coordinator
Juntos, Inc.
400 East Bland
Roswell, New Mexico 88201

Dear Mr. Analla:

I would like to take this opportunity on behalf of Eastern New Mexico University - Roswell, to express our sincere thanks and appreciation for the close relationship we have established between ourselves during the short time that Juntos has been in Roswell.

I appreciate the referrals of your clients to us and as we have been doing in the past, will do everything possible for the client when enrolling him/her into school. I believe that each and every individual deserves the chance to educate himself in order to survive this day of living. The "ex-offender" is by all means of no exception. They, even more, need this opportunity so that they may integrate once again into a normal life situation.

Mr. Analla, you have indeed a very efficient staff, and this, I am sure, is a reflection upon yourself. With such an asset as this, you can be sure that Juntos, Inc. will be a success. It is re-assuring to know that a program comprised for this particular category exists in our community. Should we be able to assist your organization in any way, please let us know as you have our complete cooperation.

Cordially,

A handwritten signature in cursive script, appearing to read "Dean Gillis".

DEAN GILLIS
ENMU-ROSWELL

DG:gf



NOV 5 1974

STATE OF NEW MEXICO

Magistrate Courts

DISTRICT

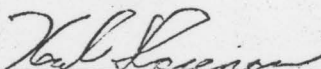
REFER REPLY TO:

DIVISION _____

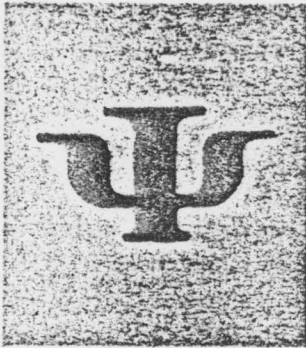
TO WHOM IT MAY CONCERN:

The Roswell office of Juntos, Inc. has been helpful in numerous cases in working with those involved with civil cases and those threatened with criminal action. Juntos, Inc. has been very helpful in obtaining bond or lowering bond or acting in behalf of those needy that were unable to help themselves.

In my opinion Juntos, Inc. is a great asset in our community for those in need.



Magistrate



NOV 5 1974

CHAVES COUNTY MENTAL HEALTH SERVICES

1020 South Garden
Roswell, New Mexico 88201

October 22, 1974

TO WHOM IT MAY CONCERN:

This is to inform you that this agency has been closely associated with Juntos, Inc. since their opening last May. Since then, I have been impressed to see their intensive work in the community, -- work such as individual and family counseling of ex-offenders and their families, organized activities, and integrating into the community as a uniting force.

It appears to me that Mr. Anaya has been discrete in selecting a very appropriate staff for the task they propose to accomplish. At all times have I observed his staff performing in a casual, but also very professional and appropriate manner. And, their willingness to coordinate with agencies such as ours and other establishments has been outstanding.

I emphatically support the continuation and expansion of Juntos, Inc. in this community.

Very sincerely yours,

Margie Trujillo

MARGIE TRUJILLO
Director

MT/ch



NOV 5 1974

STATE OFFICE
505 MARQUETTE AVE., N.W.
P. O. BOX 1928
ALBUQUERQUE, NEW MEXICO
87103

EMPLOYMENT SECURITY COMMISSION
NEW MEXICO STATE EMPLOYMENT SERVICE

AFFILIATED WITH UNITED STATES EMPLOYMENT SERVICE

601 North Main Street - Post Office Box 2187
Roswell, New Mexico 88201

October 21, 1974

Mr. Reynaldo H. Analla, Center Coordinator
Juntos, Inc.
400 East Bland Street
Roswell, New Mexico 88201

Dear Mr. Analla:

Our office appreciates the opportunity we have had to work in close co-operation with you since your program was established in this area. We hope that this cooperative effort -- which has certainly been of benefit to our agency -- will be continued. A constructive, greatly-needed project such as yours provides a valuable community resource to us in our services to applicants. Our close working relationship also prevents any unnecessary duplication of efforts.

Please accept our best wishes for continued success in your project. Whenever our office can be of assistance, in any way, do not hesitate to call upon us. We look forward to working with you in the future.

Sincerely yours,

H. O. Pruet

H. O. Pruet
Manager



NOV 5 1974



Vocational Rehabilitation

(A Division of the New Mexico Department of Education)

Robert A. Swanson, Director

Reply to: Roswell DV R Office
200 West First
Roswell, New Mexico,
88201

October 21, 1974

TO WHOM IT MAY CONCERN

RE: JUNTOS, INC.
Roswell Office
400 East Bland
Roswell, New Mexico, 88201

This letter is to endorse the efforts of JUNTOS, INC. During the past several months we have acted as reciprocal, cooperating agencies. They will refer an individual to us who is in need of Vocational Evaluation and training and we refer individuals to them who need Job Placement and/or Counseling, either on a one-to-one basis or as a family group.

It is felt that it is because of our cooperative endeavors that we have been able to reach many people.

I would fully endorse this organization and I am sure that any agency which has come in contact with them will do the same thing.

Sincerely yours,


Oraldo J. Ortega,
Counselor for Roswell Office
of DVR

Rec. by H.S.

1	2	3	4	5	6	7

STATE OF NEW MEXICO
Department of Corrections
Field Services Division



Santa Fe 87501

October 31, 1974

To Whom It May Concern:

It is my understanding that Juntos, Inc. is submitting it's budget request for the coming fiscal year. As such, I would like to comment on its operation and my association with it. During the past several months, I have had the opportunity to work very closely with the Albuquerque Juntos office and its staff. I am especially grateful to its Director, Mr. Nick Nieto and his assistant, Mr. Frank Fernandez, who have been extremely helpful in the area of job development and placement. Both are very important in the ex-offenders successful re-entry into society and his self dignity as an individual.

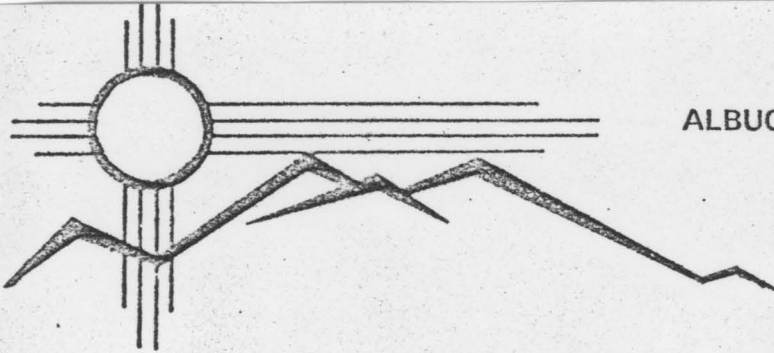
As a Parole Officer, I many times find it difficult to find the time which is necessary to contact prospective employers for my Clients. To date, Juntos has been very successful in obtaining employment for them and maintaining an on-going list of possible employers to which they can refer. They have also been very helpful in providing job counseling and assisting clients in other areas as well.

In short, Juntos, Inc. has been an invaluable asset not only to myself and my Clients of whom they serve, but also to the general community as well. Hopefully their budget request for the coming fiscal year will be accorded favorable consideration.

Arthur L. Fresquez
Probation-Parole Officer I
Area II, District 2B

ALF/tm





ALBUQUERQUE

CENTRO FAMILIAR DE SALUD
FAMILY HEALTH CENTER

1620 Griegos, NW
Albuquerque, N.M. 87107
345-2631

816 Broadway, SE
Albuquerque, N.M. 87102
842-8940

1700 Sanford, SW
Albuquerque, N.M. 87105
877-6731

Administration
1700 Sanford, SW
Albuquerque, N.M. 87105
873-0607

October 14, 1974

Mr. Nick Nieto
Juntos Project Director
Tower Plaza Building
510 Second Street N.W.
Room 209
Albuquerque, New Mexico

Dear Mr. Nieto:

The Family Health Center's would like to congratulate you and your agency's efforts in elivating so many of the problems that exist by Job Placement, Housing Training and school for many of the ex-offenders youth and first-offenders, and the eligibility as a counseling agency.

Ex-offenders is perhaps the most important area of concern to us and to our communities. We fully support your efforts and hope that your agency and the Family Health Center can coordinate its services to better serve the people of the community.

We know that you have been involved in community matters for years, particularly in matters related to the development of our community, and have deep insight into the people of this community and their problems.

If there is anything we can do to assist you, please do not hesitate in letting us know.

Sincerely,

Eloy Apodaca
Eloy Apodaca,
Project Director

cc:EA/mg





Manuel A. Ferran, Ph.D.
Executive Director

GENERAL ADDICTIONS TREATMENT EFFORT

715 GRAND AVE. NE
ALBUQUERQUE, NEW MEXICO 87102
TELEPHONE (505) 768-7980

November 7, 1974

To Whom it may Concern,

On behalf of the General Addiction Treatment Effort personnel Department, I wish to thank Junto's Inc. for their cooperation and support to us.

During the past year, my office has utilized Junto's services in recruiting qualified and otherwise competent employees. The staff of Junto's have gone out of their way to help me and my office in recruiting applicants.

I believe that Junto's is an extremely important agency for social change in this community and I heartily indorse this program and its endeavours.

Respectfully,

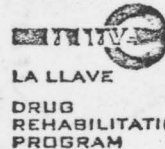
Larry Barreras, Personnel Director

LB:ch



ALCOHOLISM
TREATMENT
PROGRAM

GATE is the administrative/support organization for the Alcoholic Treatment Program and La Llave. Formed under a Joint Powers Agreement between the County of Bernalillo and the City of Albuquerque, GATE is governed by a seven member Treatment Center Board.



LA LLAVE
DRUG
REHABILITATION
PROGRAM



Manpower Service Center

JOBS FOR PROGRESS, INC.

SERVICE • EMPLOYMENT • REDEVELOPMENT
EZEQUIEL DURAN, Director

309 STOVER, S. W.

ALBUQUERQUE, NEW MEXICO 87102

(505) 247-0401

November 4, 1974

Mr. Nick Nieto
JUNTOS Project
510 Second, N.W., Room 209
Albuquerque, New Mexico 87102

Dear Mr. Nieto:

On behalf of Jobs for Progress, Inc. of Albuquerque, New Mexico, I wish to convey the feelings and sentiments of the SER Board and staff in support of JUNTOS operating currently in our community. This organization is not only doing an excellent job, but is complementing other programs in the community.

Please be assured that SER is willing and able to provide any support that is requested of us. It is with this in mind that we wholeheartedly endorse the JUNTOS organization.

If we can be of any further assistance, please feel free to call on us at any time.

Sincerely,

Ezequiel Duran
Ezequiel Duran

ed/fg



AUC ALBUQUERQUE URBAN COALITION

401 SECOND ST. NW ALBUQUERQUE, NEW MEXICO 87102
TELEPHONE (505) 842-0220

October 23, 1974

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Nina Santiago — Secretary
Bruce Pierce — Treasurer

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Mr. Nick Nieto
Center Coordinator
Juntos
510 Second Street N.W.
Suite 209
Albuquerque, New Mexico 87102

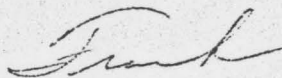
Dear Nick:

Please permit me a few moments of your time to make note of the outstanding impression your program has made on so many members of this community. I, for one, feel that you entered into a difficult position and have handled it most professionally. I realize, too, that credit should certainly be given to the fine staff on center. Without the team effort which is quite obviously enforced, it would be most difficult to operate so successfully.

I would like to also commend you on the specific services which you offer to your clients. I have been most impressed with the one-to-one counseling and job referral portion of your program.

Finally, let me say that our support will remain with you in whatever endeavors your program undertakes, so long as these efforts continue to prove beneficial to those who are in need of the Juntos program.

Sinceramente,



Frank H. Martinez
Executive Director

FHM/jp

**DEPARTMENT OF EDUCATION**

February 26, 1975

To Whom It May Concern:

David Salazar, Director of Juntos, Incorporated, has indicated that some confirmation is needed concerning the relationship maintained between Juntos and activities at the College of Santa Fe directed to Corrections.

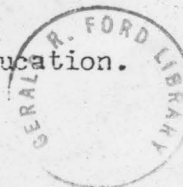
For one thing, I would judge that there is no conflict between or overlapping of the activities of the two groups. Most basically, Juntos works intensively with men about to be released or who have been released by helping them reintegrate with society. The programs of the College of Santa Fe are mainly directed to providing educational opportunities for the men and women at the institution.

More importantly, the work of the two programs seems to be complementary. Many aspects of the regularly scheduled pre-release lectures are organized and implemented by personnel from the college. Juntos participates actively in providing informed staff to participate in the pre-release talks. In addition they provide a transition channel to establish needed contacts, a service which makes generalized talks meaningful. Students participating in various phases of the school program, and more particularly those in school release, receive assistance to make transitions more realistic at the time parole comes around. Finally, the college and Juntos have been able to consult to provide various forms of material and psychological assistance to individuals who are on release but who may be encountering difficulties.

I trust these observations clarify the relationship of mutual support possible under the present arrangement. If additional comment is necessary, please feel welcome to contact me.

Bro. August Regis
Brother August Regis, Ph. D.

Chairman - Department of Education.



APPENDIX B

YOUTH CURRICULUM



Textbook: "The Borderland of Criminal Justice" by Francis A. Allen

The Juntos, Inc. School Youth Program is designed to familiarize youth (primarily teenagers) with the criminal justice system, criminal laws (especially as they relate to youth) and the effects of the system on the individuals who have been subjected to it. We have, therefore, designed the curriculum to relate to, and demonstrate these concepts.

1st Session - The attached schedule suggests an introduction by a Juntos, Inc. staff member during the first session. It is recommended that this session be presented by a staff member who has been through the criminal justice system, if possible. This will more readily capture the interest of the students and will also stimulate immediate student participation, since they will probably have many questions to ask regarding the staff member's experiences. At this session, the purposes of the course (as stated in the above paragraph) can be mentioned, and it can also be explained that there will be guest speakers who come in contact with offenders at each stage of their progress through the system (apprehension, trial, incarceration, parole, etc.), as well as ex-offenders themselves who will present their experiences during each of these stages. It can also be suggested that student activities might include debates, research, and role playing and it is highly recommended that the students themselves be encouraged to make suggestions for future sessions. The attached schedule was designed to be flexible, and we believe that it is very important to have enthusiastic, uninhibited participation of the students.

2nd Session - As suggested by the attached schedule and the information provided in the first session, it would be appropriate to have a police officer as guest speaker at this session. He could speak of the apprehension and arrest of individuals, especially of youth. He could also explain the procedure and the effects of this on the individual (from his view-point). Also, hopefully he will



express his opinions of ex-offenders in general, and his estimates of the ex-con's chances for rehabilitation. At this session it would also be appropriate to pass out information on the Children's Code (provided by the State Office) to be read by the students prior to the next session.

3rd Session - A Juvenile Probation Officer is suggested as guest speaker for this session. He can explain the probation process and the effects of probation on youth, as well as his feelings toward ex-offenders and their chances for rehabilitation after penal incarceration. During the question-and-answer period, with all guest speakers, it would be interesting to question them on the "ex-con stigma" and the prejudices and difficulties encountered by ex-offenders.

4th Session - A judge as guest speaker is suggested for this session. He can explain the judicial process as it relates to youth. Again, if possible, solicit his ideas on the "ex-con stigma". The judge should also cite examples of the various penalties assigned to youthful offenders.

5th Session - At this point in the course, we believe it would be appropriate to invite a representative from the Civil Liberties Union or an attorney. This speaker should be encouraged to present information on flaws in the criminal justice system such as inequities in the dispensing of justice, prejudicial treatment, etc. This speaker might also give suggestions as to how to go about effecting changes in the system and in society (such as methods to effectively organize, petition, etc.).

6th Session - The suggested speaker for this session is a representative of the New Mexico Youth Association or another youth deeply involved with youth activities and/or politics. This speaker can elaborate on and add other ideas on subjects discussed by the 5th session speaker. Also by now the class as a whole will probably be freely discussing ideas and have definite concepts and opinions to offer.



7th Session - The accompanying schedule suggests a representative from the City Recreation Department as a guest speaker.

8th Session - At this session it is recommended that participants start speaking to the students. Following the format mentioned in the first paragraph of this plan, the emphasis of this speaker should be on the apprehension and arrest process, as viewed by one who has been through it. As with other speakers, ask the participant to express his ideas on the "ex-con stigma" including any experiences affected by it (family and community problems, job discrimination, etc.). Sessions 8 through 11 indicate four different ex-offenders, but it isn't necessary to use that many, if two (for example) are willing to talk at two sessions each.

9th Session - This session's speaker should relate his experience in court, including the effects of this experience on him or her.

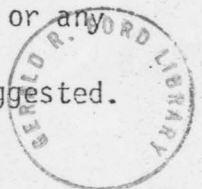
10th Session - The ex-offender speaker at this session can discuss incarceration.

11th Session - It is suggested that a movie (provided by the State Office) be shown at this session. There can also be a discussion concerning topics for debates or role-playing for the next session. The students themselves should decide on the topics (examples: Should capital punishment be Abolished?, or, Should youth be subject to the same laws as adults?) and participating students should be assigned on this day so they can do research on the topic prior to the 13th session.

13th Session - The students can present their debates or role-playing at this session.

14th Session - As noted on the schedule, this session can be spent with more debates and role-playing. Students should be encouraged to read and do research on the subjects they are discussing.

15th Session - At this session, the Juntos, Inc. Staff Member and the class will discuss the course and it would be interesting and helpful to get the students reactions and suggestions. Also, if it can be arranged at this session, or any other, a field trip to a penitentiary, jail, detention home, etc. is suggested.



16th Session - This session will consist of a reiteration of the Juntos, Inc. Program and any closing discussions concerning the course.

YOUTH PROGRAM (Group)

16 Day Curriculum

- 1st Session - Introduction of program by Juntos, Inc. Staff Member. Presentation of Materials and Questions and Answers.
- 2nd Session - Presentation by Resource Individual. Suggestion - Police Officer. Presentation and Questions and Answers. Information on Children's Code passed out.
- 3rd Session - Resource Individual. Suggestion - Representative from Juvenile Probation Office. Presentation and Questions and Answers. Information on youth rights passed out.
- 4th Session - Resource Individual. Suggestion - Judge familiar with Juvenile cases. Presentation and Questions and Answers.
- 5th Session - Resource Individual - Suggestion - Representative from Civil Liberties Union or Attorney, familiar with Juvenile cases. Presentation and Questions and Answers.
- 6th Session - Resource Individual. Suggestion - Representative from New Mexico Youth Association. Presentation and Questions and Answers.
- 7th Session - Resource Individual. Suggestion - Representative from City Recreation Department, or similar recreation program in the area. Presentation and Questions and Answers.
- 8th Session - Resource Individual. Suggestion - Juntos, Inc. Client. Presentation and Questions and Answers
- 9th Session - Resource Individual. Suggestion - Juntos, Inc. Client. Presentation and Questions and Answers.
- 10th Session - Resource Individual. Suggestion - Juntos, Inc. Client. Presentation and Questions and Answers.
- 11th Session - Resource Individual. Suggestion - Juntos, Inc. Client. Presentation and Questions and Answers.



12th Session - Presentation of Audio Visual Material(s). (Preferably a film, if a good one can be acquired).

13th Session - Class broken into groups for debating and role-playing.

14th Session - Continuation and conclusion of above.

15th Session - Recap by Juntos, Inc. Staff Member.

16th Session - Reiteration of Juntos, Inc. Program and discussion.





Juntos, Inc.

621 OLD SANTA FE TRAIL, UNIT 10
PLAZA DE DESIRA
SANTA FE, NEW MEXICO 87501
982-4624 OR 982-4625

rec'd
6/26

Executive Director - David Salazar

June 20, 1975

Albuquerque Center
305 Candelaria N.W.
344-9038

Las Cruces Center
443 East Amador
523-5451

Las Vegas Center
P.O. Box 1596
425-3087

BOARD OF DIRECTORS
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Mr. Fernando C. de Baca
Special Assistant to the President
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Dear Mr. C. de Baca:

Having recently heard of President Ford's proposal to set up mandatory minimum sentences for those convicted of committing certain types of crimes (refer to enclosed newsclipping), we are interested to know if the text of his proposed legislation might be available to Juntos, Inc. This information would be most useful to us since, as you well know, Juntos, Inc. is involved in all aspects of the criminal justice system in New Mexico.

At this time, we would also like to express our gratitude to the invaluable assistance your office has rendered to Juntos, Inc. in the past and, specifically, for your personal efforts to help secure funding for Juntos, Inc. in order that we may continue working with the criminal justice system in New Mexico.

Sinceramente,

David Salazar
David Salazar
Executive Director

DS/ta



Tough Crime Laws Asked

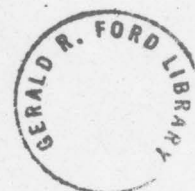
WASHINGTON (AP) — President Ford proposed legislation Thursday that would set mandatory prison sentences for armed criminals who commit violent crimes under federal jurisdiction.

"can provide leadership," he said in a statement read to reporters at the White House as the message was delivered to Congress.

Ford's proposals, drafted largely by

manufacture and sale of cheap handguns known as "Saturday night specials."

— Extend the life of the Law Enforcement Assistance Administra-





Office of the Attorney General
Washington, D. C. 20530

AUG 12 1975

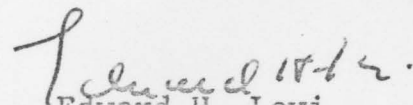
Mr. Fernando E. C. De Baca
Special Assistant to the President
on Hispanic Affairs
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. De Baca:

This is to respond to your letter of June 23, 1975, in which you outlined the allegations surrounding the arrest of Modesto Rodriguez on June 20, 1975 at Pearsall, Texas.

The Federal Bureau of Investigation is investigating this incident and furnishing reports to the Civil Rights Division of the Department. When the investigation is complete we shall decide on an appropriate course of action.

Sincerely,


Edward H. Levi
Attorney General



THE WHITE HOUSE

WASHINGTON

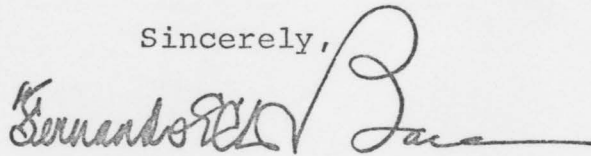
August 18, 1975

Estimado Amigo:

I am pleased to enclose a copy of Attorney General Levi's response to my memorandum of June 23 regarding Modesto Rodriquez of Pearsall, Texas.

My original memorandum called on the Attorney General to conduct an investigation of the circumstances surrounding the arrest and beating of Mr. Rodriquez by Texas State police authorities. That investigation has been completed and the matter has been referred to the Civil Rights Division of the Department of Justice for action.

Sincerely,



Fernando E. C. De Baca
Special Assistant to the President

