State of New Mexico
OFFICE OF FAMILY REPRESENTATION AND ADVOCACY

MICHELLE LUJAN GRISHAM
GOVERNOR

HOWIE MORALES
LT. GOVERNOR

BETH A. GILLIA
EXECUTIVE DIRECTOR

FARRA FONG
DEPUTY DIRECTOR

LISA FITTING
DEPUTY DIRECTOR

Cabinet Secretary Wayne Propst
Department of Finance and Administration
190 Bataan Memorial Building
Santa Fe, NM 87501

Mr. Charles Sallee, Director
Legislative Finance Committee
325 Don Gaspar, Suite 101
Santa Fe, NM 87501

Re: Office of Family Representation and Advocacy (68000) FY28 Budget Request

September 1, 2026

Dear Cabinet Secretary Propst and Director Sallee:

I am pleased to submit the FY28 budget request for the Office of Family Representation and Advocacy (OFRA). The Family Representation and Advocacy Commission (created by Laws 2022, Chapter 51, House Bill 46) officially approved OFRA's base budget and three special appropriation requests on August 24, 2026.

<u>Base Budget Request</u>

OFRA hereby requests a total base budget of $19,654,880, including an appropriation of $16,454,880 from state general funds and authorization of $3,200,000 in transfers of federal Title IV-E funds from the Children, Youth and Families Department.

This is an increase of $4,605,180 over the *total* FY27 budget, which included $2,062,500 in GRO funds that will not continue into FY28. In FYs 25–27, GRO funds supported contract attorneys in Interdisciplinary Legal Teams (IDLTs). Based on the pilot’s overwhelming success in reducing children’s time in foster care, this amount is incorporated into our FY28 base budget request for contractors.

This requested increase reflects our need to fulfill the requirements of our enabling statute, NMSA 1978, § 32A-27-1 et seq., and the following factors:

- **Opening the second of five regional offices** required by OFRA's enabling statute. NMSA 1978, § 32A-27-1 et seq. We occupied our main office in Albuquerque in late July 2025 and plan to open our second office in Las Cruces in FY28. The second office is critically necessary as we expand interdisciplinary services to Doña Ana County.

- Continuing **expanded need for attorney services because of the increased number of** Fostering Connections Act and child abuse and neglect **case filings** across the state, The Children's Code mandates OFRA to represent all eligible adults, children, youth, and indigent respondents in these cases, so we cannot refuse to take cases/clients even if the number continues to increase.

- **Decreasing IV-E reimbursement amounts** due to the shrinking number of IV-E-eligible children in foster care. As with the growing number of cases, the shrinking IV-E reimbursement is not a matter OFRA can control.

- Our commitment to the **continued expansion of OFRA services** to include interdisciplinary staff on our legal teams (not just attorneys, but social workers and family peer navigators). Interdisciplinary services are considered best practices and are demonstrated to improve outcomes for children and families, including shorter time in care resulting in cost savings for the state. In a qualitative evaluation conducted by the UNM Evaluation Lab, our clients with interdisciplinary legal teams reported feeling listened to, respected, and having a clearer understanding of their case plan requirements, as well as increased support to achieve the case goals. Likewise, our Year 2 performance measures show that **interdisciplinary services reduced the median amount of time a child spent in state custody by 82.7 percent** (compared to children in state custody whose parent did not receive interdisciplinary legal services).

- Hiring the **administrative and programmatic staff** required in each regional office. Our hiring plans are outlined in detail in the Budget Narrative.

As we increase the number of staff attorneys, and as our staff attorneys achieve a full caseload of 60 cases, we will reduce contract attorney caseloads and associated contract costs. Please be aware, however, that the transition to more staff attorneys and fewer contractors must be incremental. We cannot simply "swap" staff attorneys for contract attorneys on existing cases because continuity of representation, and the lawyer-client relationship, are important for successful client outcomes, especially for children and youth in foster care who already have far too many disrupted relationships.

Our requested base budget (including interagency transfers) is comprised of:

- **$7,686,180.00** in SGF for personal services and employee benefits (for 68 FTEs in Albuquerque and Las Cruces). Any Title IV-E reimbursements from these funds are included in our 300s for contract attorney services.
- **$10,589,400** for contractual services ($7,389,400 in SGF and $3,200,000 in transfers of Title IV-E funds) (including contract attorneys, training support, IT support, audit services, IV-E claiming, general counsel services, procurement and HR support); and
- **$1,379,300** in SGF for all other costs, including rent, supplies, IT and telecom services, memberships in professional organizations, continuing education, mileage, travel, and more. Any Title IV-E reimbursements from these funds are included in our 300s for contract attorney services.

Special Appropriation Requests

We also request three special appropriations:

1. $**1,101,100 in 3 years of GRO funding** to pilot an interdisciplinary legal services prevention program, with funding distributed as follows to support hiring 3 term positions:

Fiscal Year	**State GRO Funds**	**Interagency transfer of Title IV-E funds**	**Total**
FY 28	$ 299,833	$ 59,967	$ 359,800
FY29	$ 305,917	$ 61,183	$ 367,100

FY30	$ 311,833	$ 62,367	$ 374,200
Project Total	**$ 917,583**	**$ 183,517**	**$ 1,101,100**

2. **$260,000 for furniture and equipment** for a second office in Las Cruces, New Mexico. And,

3. **$3,000,000 for legal case management system modernization** (a C2 request).

Please feel free to contact me directly if you have any questions. I can be reached at beth.gillia@ofra.nm.gov or 505-231-9864. Thank you.

Respectfully,

Beth A. Gillia

APPROPRIATION REQUEST

CERTIFICATION
FORM S-1

Agency Name: Office of Family Representation and Advocacy

Business Unit: 68000

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the arithmetic accuracy of all numeric information has been verified.

Beth Gillia Digitally signed by Beth Gillia
Date: 2026.08.25 09:55:21
-06'00'

Beth Gillia, Executive Director

Tim Flynn-O'Brien, Commission Chairman

Vicente Ortiz Digitally signed by Vicente Ortiz
Date: 2026.08.24 11:51:47 -06'00'

Vicente Ortiz, Chief Financial Officer

500 Marquette Ave NW,
Albuquerque, NM 87102

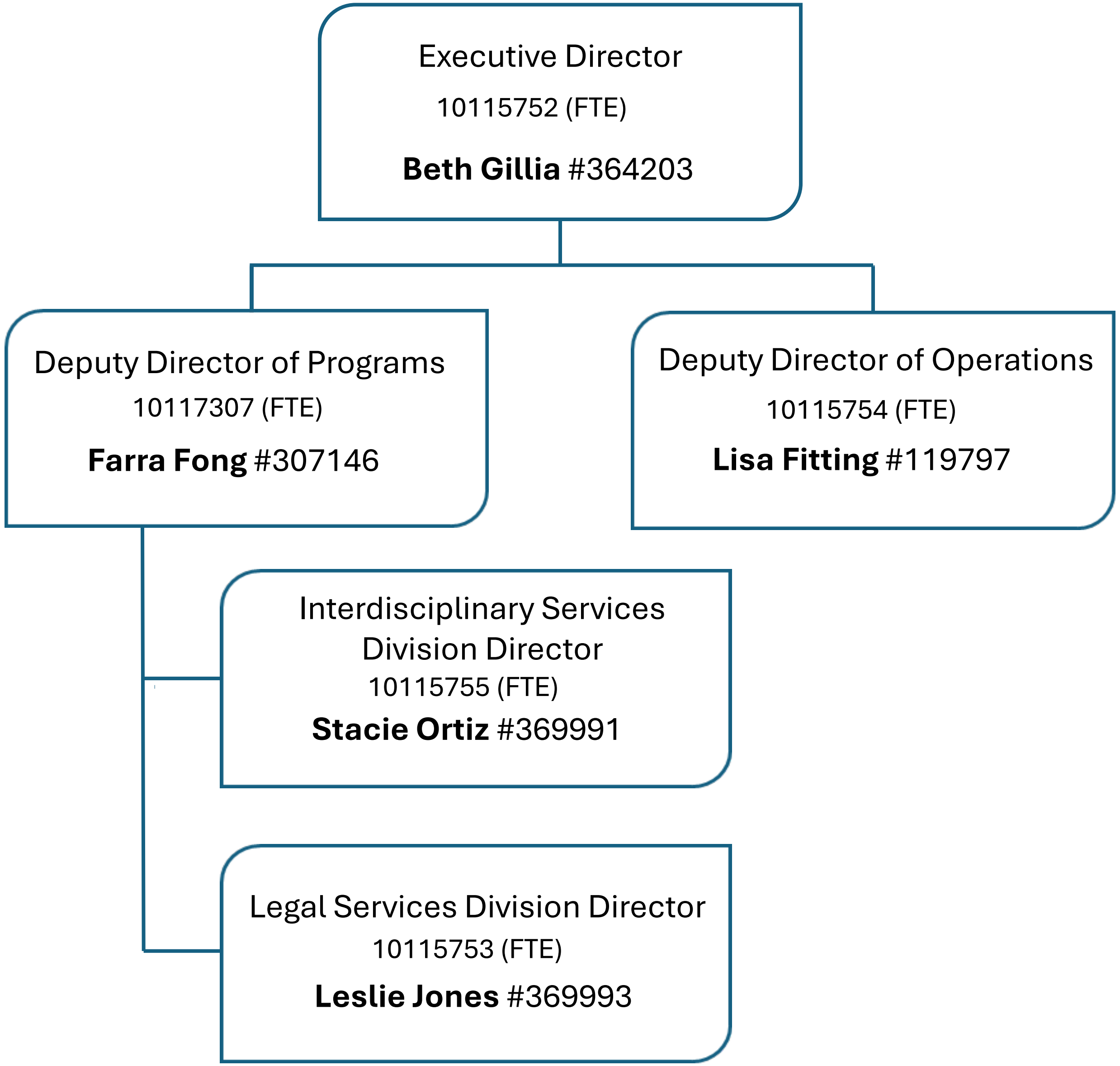
505-525-8871

vicente.ortiz@ofra.nm.gov

Note: Appropriation Requests for agencies headed by a board or commission must be approved by the board or commission by official action and signed by the chairperson. Operating Budgets of other agencies must be signed by the director or secretary. Appropriation Requests not properly signed will be returned.

FY 28

OFRA 68000



Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

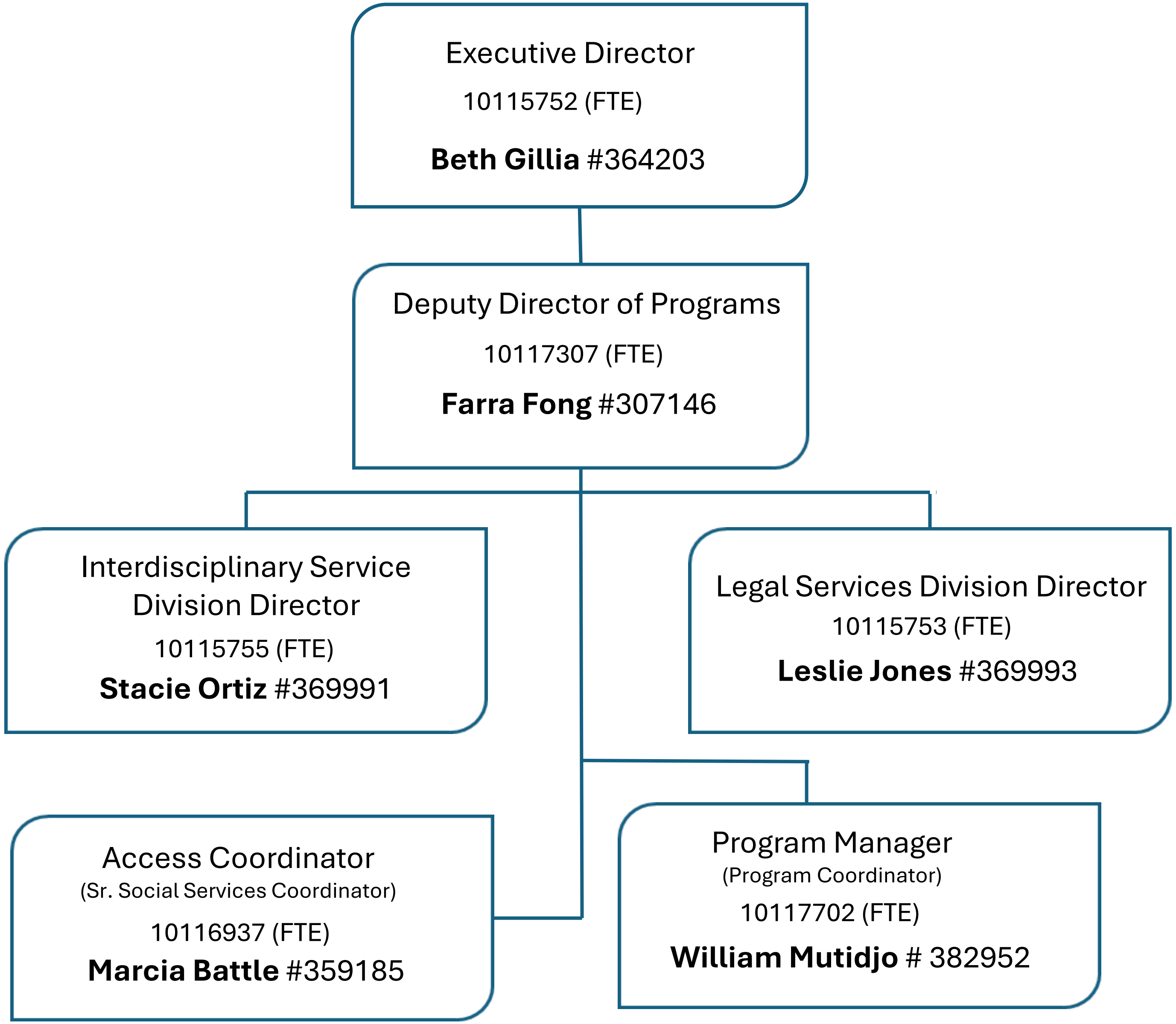
Deputy Director of Operations
10115754 (FTE)
Lisa Fitting #119797

Interdisciplinary Services Division Director
10115755 (FTE)
Stacie Ortiz #369991

Legal Services Division Director
10115753 (FTE)
Leslie Jones #369993

FY 28

OFRA 68000



Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

Interdisciplinary Service Division Director
10115755 (FTE)
Stacie Ortiz #369991

Legal Services Division Director
10115753 (FTE)
Leslie Jones #369993

Access Coordinator
(Sr. Social Services Coordinator)
10116937 (FTE)
Marcia Battle #359185

Program Manager
(Program Coordinator)
10117702 (FTE)
William Mutidjo # 382952

OFFICE OF FAMILY REPRESENTATION AND ADVOCACY
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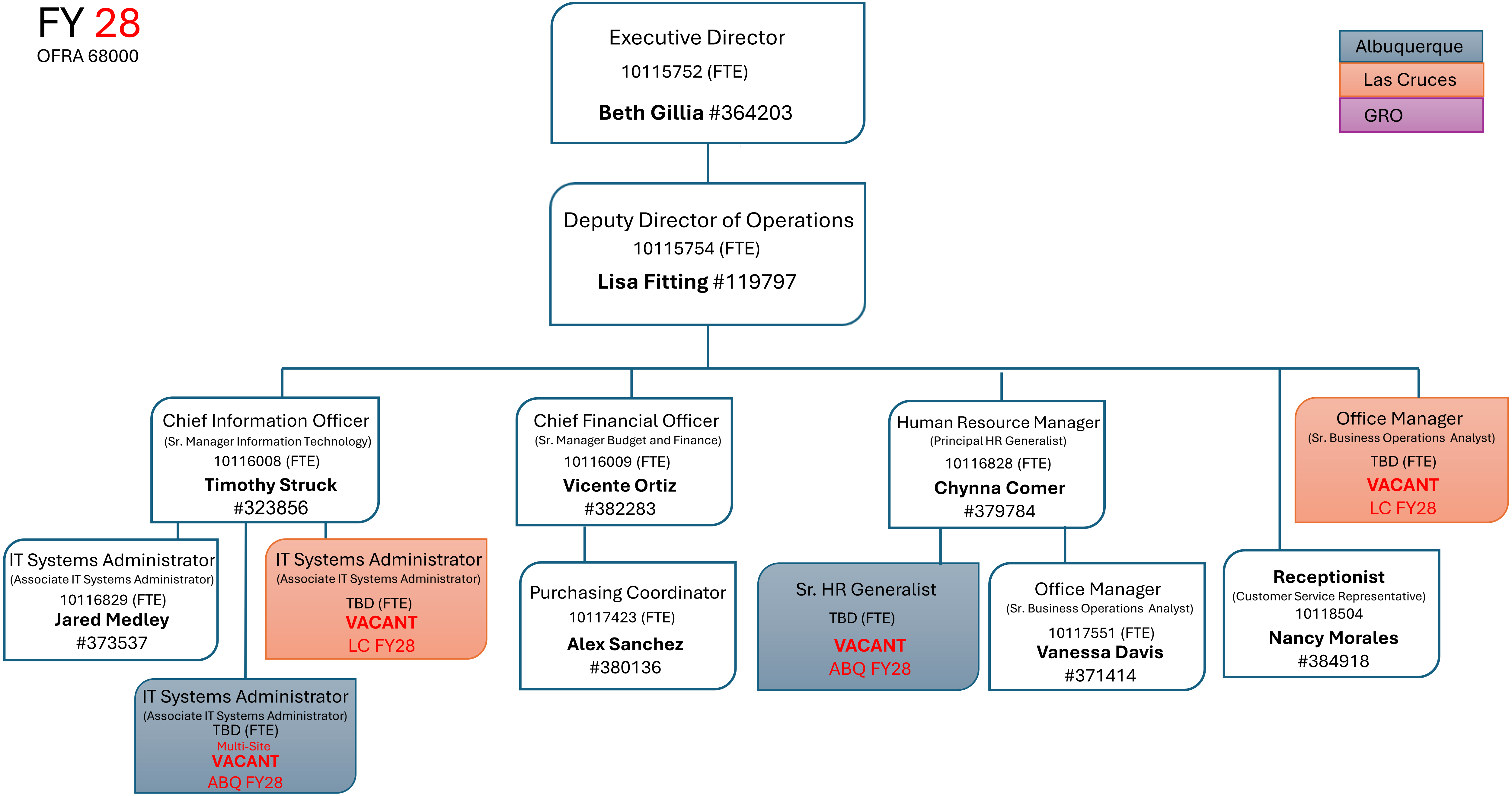
Administrative Services Division (100s)

FY 28
OFRA 68000



- Albuquerque
- Las Cruces
- GRO

Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Operations
10115754 (FTE)
Lisa Fitting #119797

Chief Information Officer
(Sr. Manager Information Technology)
10116008 (FTE)
Timothy Struck
#323856

IT Systems Administrator
(Associate IT Systems Administrator)
10116829 (FTE)
Jared Medley
#373537

IT Systems Administrator
(Associate IT Systems Administrator)
TBD (FTE)
VACANT
LC FY28

IT Systems Administrator
(Associate IT Systems Administrator)
TBD (FTE)
Multi-Site
VACANT
ABQ FY28

Chief Financial Officer
(Sr. Manager Budget and Finance)
10116009 (FTE)
Vicente Ortiz
#382283

Purchasing Coordinator
10117423 (FTE)
Alex Sanchez
#380136

Human Resource Manager
(Principal HR Generalist)
10116828 (FTE)
Chynna Comer
#379784

Sr. HR Generalist
TBD (FTE)
VACANT
ABQ FY28

Office Manager
(Sr. Business Operations Analyst)
10117551 (FTE)
Vanessa Davis
#371414

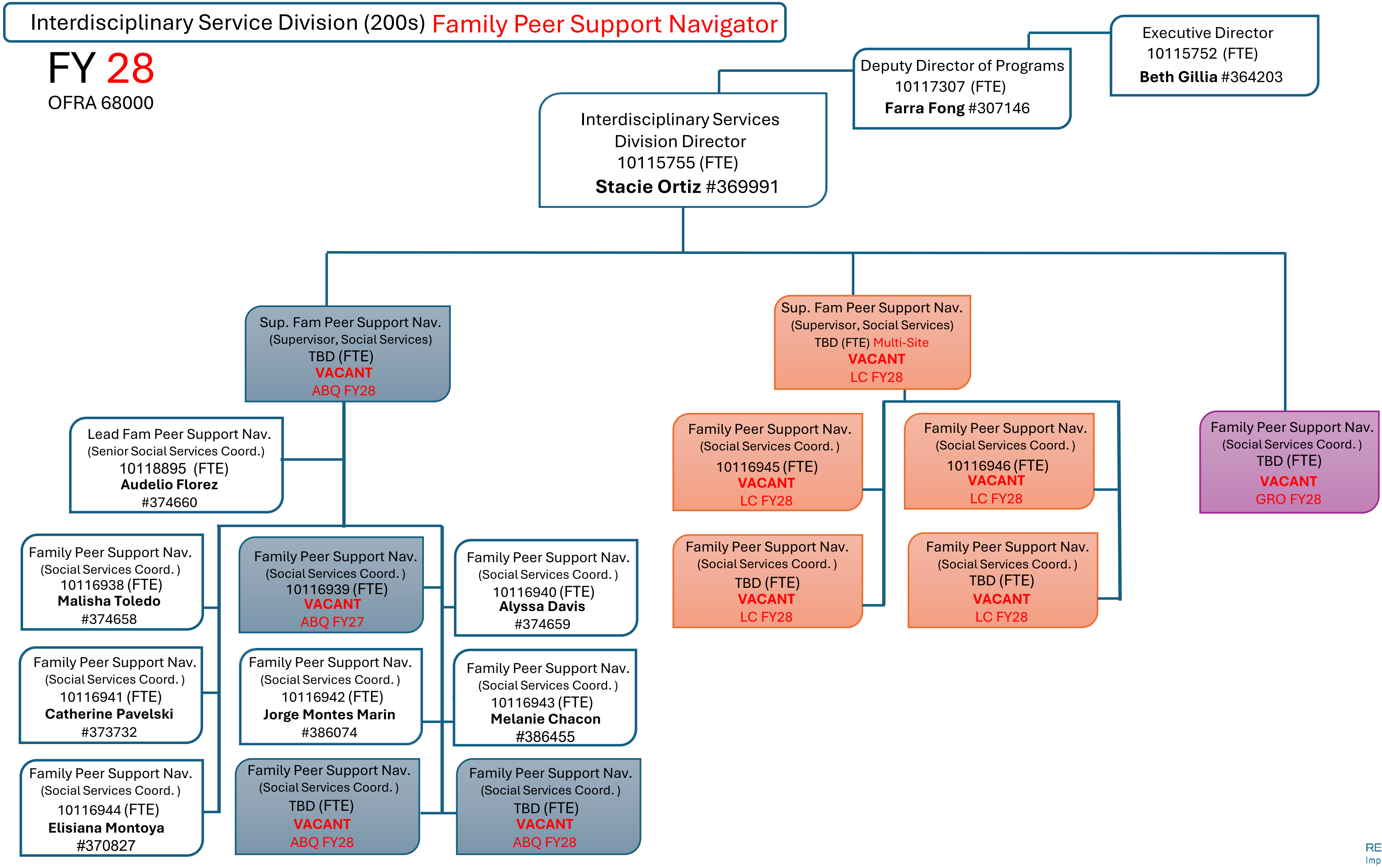
Receptionist
(Customer Service Representative)
10118504
Nancy Morales
#384918

Office Manager
(Sr. Business Operations Analyst)
TBD (FTE)
VACANT
LC FY28

Interdisciplinary Service Division (200s) Family Peer Support Navigator

FY 28

OFRA 68000



Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

Interdisciplinary Services Division Director
10115755 (FTE)
Stacie Ortiz #369991

Sup. Fam Peer Support Nav.
(Supervisor, Social Services)
TBD (FTE)
VACANT
ABQ FY28

Lead Fam Peer Support Nav.
(Senior Social Services Coord.)
10118895 (FTE)
Audelio Florez
#374660

Family Peer Support Nav.
(Social Services Coord.)
10116938 (FTE)
Malisha Toledo
#374658

Family Peer Support Nav.
(Social Services Coord.)
10116939 (FTE)
VACANT
ABQ FY27

Family Peer Support Nav.
(Social Services Coord.)
10116940 (FTE)
Alyssa Davis
#374659

Family Peer Support Nav.
(Social Services Coord.)
10116941 (FTE)
Catherine Pavelski
#373732

Family Peer Support Nav.
(Social Services Coord.)
10116942 (FTE)
Jorge Montes Marin
#386074

Family Peer Support Nav.
(Social Services Coord.)
10116943 (FTE)
Melanie Chacon
#386455

Family Peer Support Nav.
(Social Services Coord.)
10116944 (FTE)
Elisiana Montoya
#370827

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
ABQ FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
ABQ FY28

Sup. Fam Peer Support Nav.
(Supervisor, Social Services)
TBD (FTE) Multi-Site
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
10116945 (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
10116946 (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
GRO FY28

Albuquerque
Las Cruces
GRO

OFFICE OF FAMILY REPRESENTATION AND ADVOCACY
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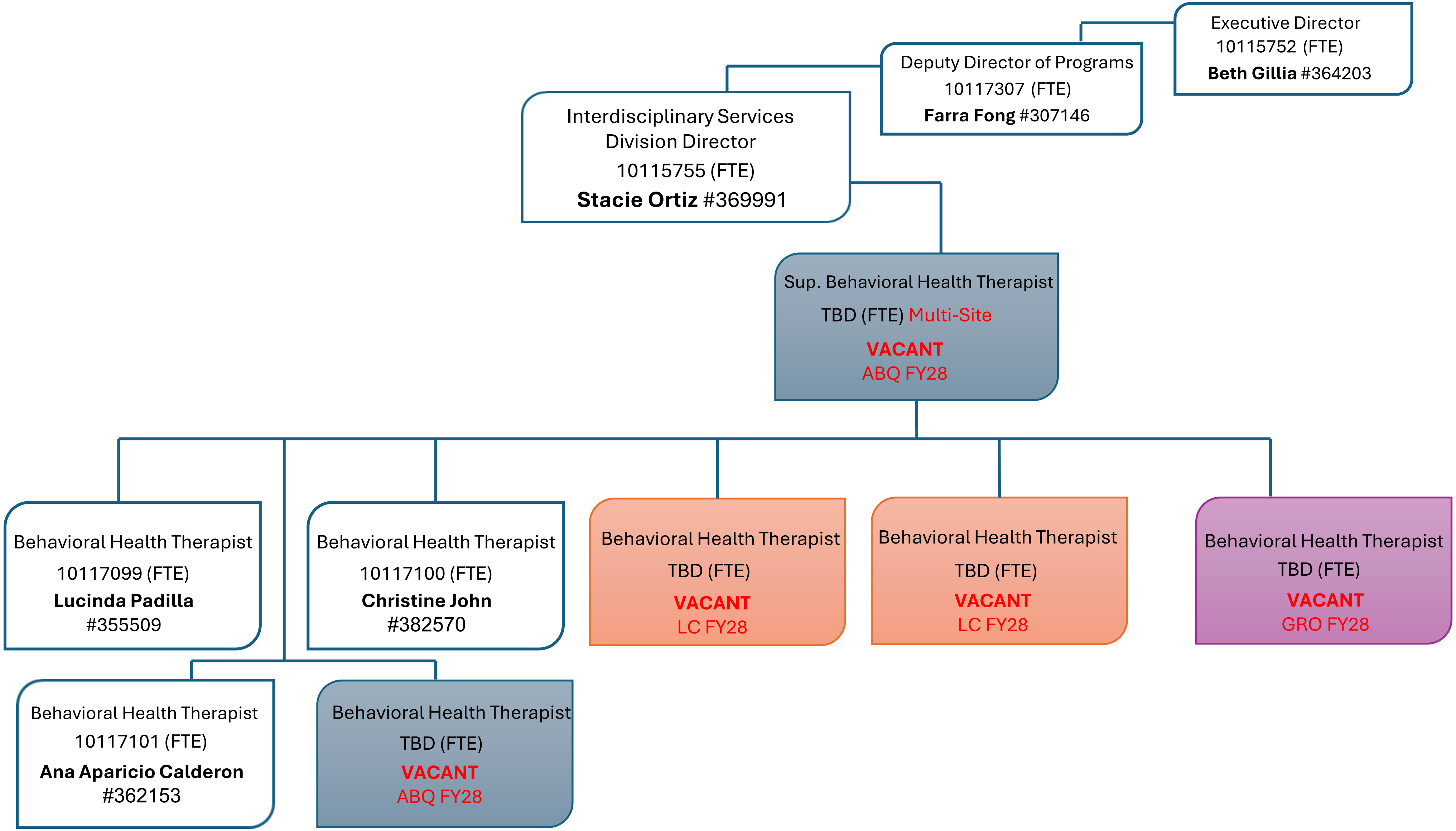
Interdisciplinary Service Division (200s) Behavioral Health Therapist

FY 28

OFRA 68000

Albuquerque
Las Cruces
GRO



Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

Interdisciplinary Services Division Director
10115755 (FTE)
Stacie Ortiz #369991

Sup. Behavioral Health Therapist
TBD (FTE) Multi-Site
VACANT
ABQ FY28

Behavioral Health Therapist
10117099 (FTE)
Lucinda Padilla
#355509

Behavioral Health Therapist
10117100 (FTE)
Christine John
#382570

Behavioral Health Therapist
TBD (FTE)
VACANT
LC FY28

Behavioral Health Therapist
TBD (FTE)
VACANT
LC FY28

Behavioral Health Therapist
TBD (FTE)
VACANT
GRO FY28

Behavioral Health Therapist
10117101 (FTE)
Ana Aparicio Calderon
#362153

Behavioral Health Therapist
TBD (FTE)
VACANT
ABQ FY28

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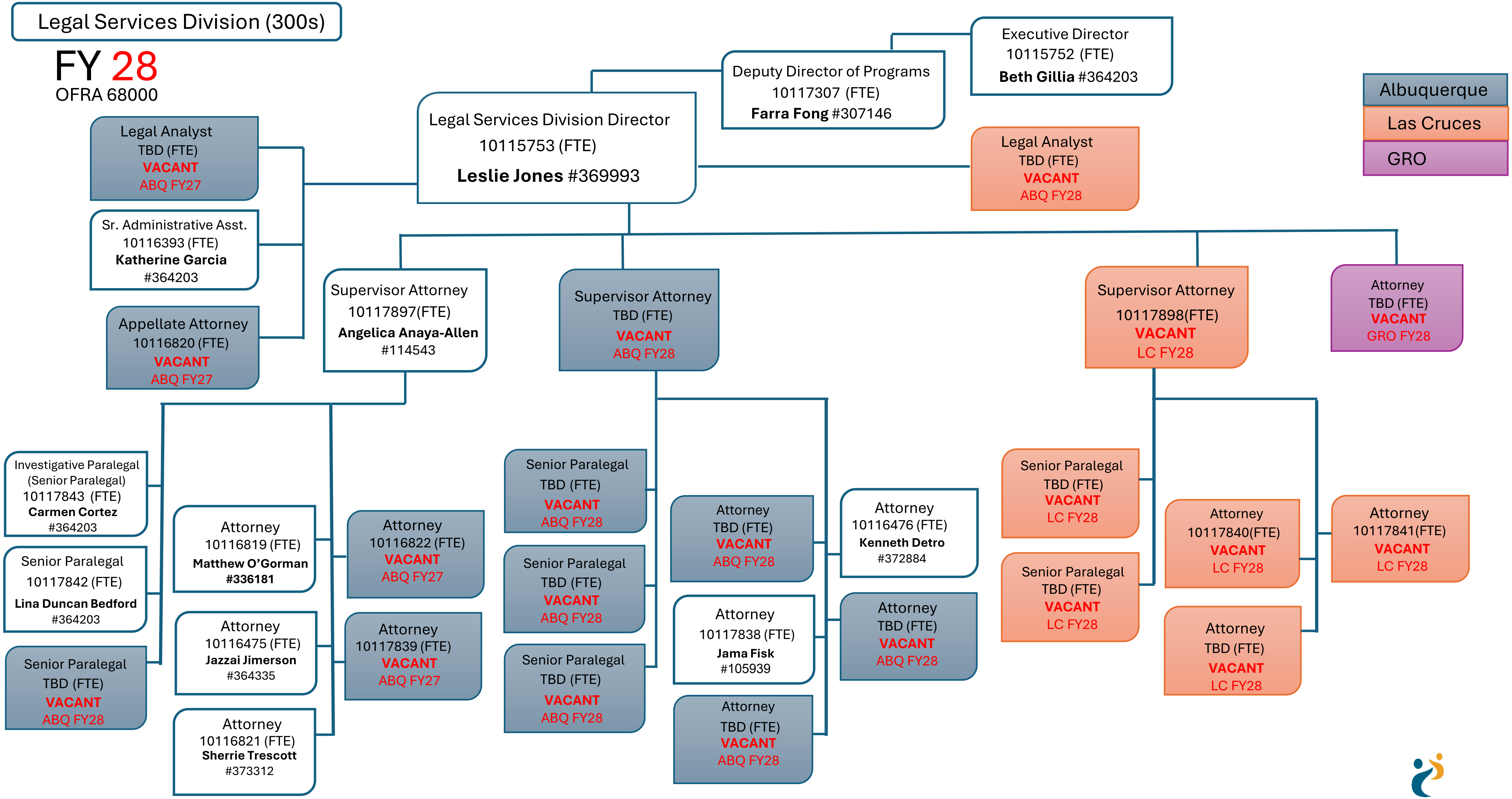
Legal Services Division (300s)

FY 28
OFRA 68000



Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

Legal Services Division Director
10115753 (FTE)
Leslie Jones #369993

Albuquerque
Las Cruces
GRO

Legal Analyst
TBD (FTE)
VACANT
ABQ FY27

Sr. Administrative Asst.
10116393 (FTE)
Katherine Garcia
#364203

Appellate Attorney
10116820 (FTE)
VACANT
ABQ FY27

Legal Analyst
TBD (FTE)
VACANT
ABQ FY28

Supervisor Attorney
10117897(FTE)
Angelica Anaya-Allen
#114543

Investigative Paralegal
(Senior Paralegal)
10117843 (FTE)
Carmen Cortez
#364203

Senior Paralegal
10117842 (FTE)
Lina Duncan Bedford
#364203

Senior Paralegal
TBD (FTE)
VACANT
ABQ FY28

Attorney
10116819 (FTE)
Matthew O'Gorman
#336181

Attorney
10116475 (FTE)
Jazzai Jimerson
#364335

Attorney
10116821 (FTE)
Sherrie Trescott
#373312

Attorney
10116822 (FTE)
VACANT
ABQ FY27

Attorney
10117839 (FTE)
VACANT
ABQ FY27

Supervisor Attorney
TBD (FTE)
VACANT
ABQ FY28

Senior Paralegal
TBD (FTE)
VACANT
ABQ FY28

Senior Paralegal
TBD (FTE)
VACANT
ABQ FY28

Senior Paralegal
TBD (FTE)
VACANT
ABQ FY28

Attorney
TBD (FTE)
VACANT
ABQ FY28

Attorney
10117838 (FTE)
Jama Fisk
#105939

Attorney
TBD (FTE)
VACANT
ABQ FY28

Attorney
10116476 (FTE)
Kenneth Detro
#372884

Attorney
TBD (FTE)
VACANT
ABQ FY28

Supervisor Attorney
10117898(FTE)
VACANT
LC FY28

Senior Paralegal
TBD (FTE)
VACANT
LC FY28

Senior Paralegal
TBD (FTE)
VACANT
LC FY28

Attorney
10117840(FTE)
VACANT
LC FY28

Attorney
TBD (FTE)
VACANT
LC FY28

Attorney
10117841(FTE)
VACANT
LC FY28

Attorney
TBD (FTE)
VACANT
GRO FY28

OFFICE OF FAMILY
REPRESENTATION AND ADVOCACY
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Ofc of Family Rep and Advocacy

BU	PCode	Department
68000	P792	000000

State of New Mexico

S-8 Financial Summary

(Dollars in Thousands)

		2025-26 Opbud	2025-26 Actuals	2026-27 Opbud	2027-28 PCF Proj	-------- FY 2028 Agency Request -------- Base	Expansion	Total
REVENUE								
111	General Fund Transfers	9,186.3	9,110.8	9,838.7	0.0	15,970.7	0.0	15,970.7
112	Other Transfers	2,914.4	143.8	3,148.5	0.0	3,200.0	0.0	3,200.0
130	Other Revenues	0.0	2,917.0	0.0	0.0	0.0	0.0	0.0
150	Fund Balance	500.0	0.0	0.0	0.0	0.0	0.0	0.0
REVENUE, TRANSFERS		**12,600.7**	**12,171.6**	**12,987.2**	**0.0**	**19,170.7**	**0.0**	**19,170.7**
REVENUE		**12,600.7**	**12,171.6**	**12,987.2**	**0.0**	**19,170.7**	**0.0**	**19,170.7**
EXPENSE								
200	Personal services and employee benefits	5,432.8	4,190.9	5,599.2	5,742.7	7,686.2	0.0	7,686.2
300	Contractual services	6,464.7	7,356.1	6,464.7	0.0	10,589.4	0.0	10,589.4
400	Other	703.2	558.8	923.3	0.0	895.1	0.0	895.1
EXPENDITURES		**12,600.7**	**12,105.8**	**12,987.2**	**5,742.74**	**19,170.7**	**0.0**	**19,170.7**
EXPENSE		**12,600.7**	**12,105.8**	**12,987.2**	**5,742.74**	**19,170.7**	**0.0**	**19,170.7**
FTE POSITIONS								
810	Permanent	49.00	30.00	49.00	44.00	68.00	0.00	68.00
FTEs		**49.00**	**30.00**	**49.00**	**44.00**	**68.00**	**0.00**	**68.00**
FTE POSITIONS		**49.00**	**30.00**	**49.00**	**44.00**	**68.00**	**0.00**	**68.00**

Office of Family Representation and Advoca

BU	PCode	Department
68000	0000	0000000000

State of New Mexico

S-9 Account Code Revenue/Expenditure Summary

(Dollars in Thousands)

		2025-26	2025-26	2026-27	2027-28	-------- FY 2028 Agency Request --------		
		Opbud	Actuals	Opbud	PCF Proj	Base	Expansion	Total
499105	General Fd. Appropriation	9,186.3	9,110.8	9,838.7	0.0	15,970.7	0.0	15,970.7
111	**General Fund Transfers**	**9,186.3**	**9,110.8**	**9,838.7**	**0.0**	**15,970.7**	**0.0**	**15,970.7**
451909	Federal Contract - Interagency	2,914.4	0.0	3,148.5	0.0	3,200.0	0.0	3,200.0
499905	Other Financing Sources	0.0	143.8	0.0	0.0	0.0	0.0	0.0
112	**Other Transfers**	**2,914.4**	**143.8**	**3,148.5**	**0.0**	**3,200.0**	**0.0**	**3,200.0**
496909	Misc Revenue - Interagency	0.0	2,917.0	0.0	0.0	0.0	0.0	0.0
130	**Other Revenues**	**0.0**	**2,917.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
328900	Unassigned FB - Gov	500.0	0.0	0.0	0.0	0.0	0.0	0.0
150	**Fund Balance**	**500.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
TOTAL REVENUE		**12,600.7**	**12,171.6**	**12,987.2**	**0**	**19,170.7**	**0.0**	**19,170.7**
520100	Exempt Perm Positions P/T&F/T	555.1	780.7	805.0	799.8	826.8	0.0	826.8
520300	Classified Perm Positions F/T	3,501.9	2,090.7	3,118.2	3,262.1	4,201.2	0.0	4,201.2
520500	Temporary Positions F/T & P/T	0.0	9.6	0.0	0.0	0.0	0.0	0.0
520700	Overtime & Other Premium Pay	0.0	7.2	9.0	0.0	8.0	0.0	8.0
520800	Annl & Comp Paid At Separation	11.8	31.4	36.0	0.0	16.0	0.0	16.0
521100	Group Insurance Premium	180.0	383.3	460.0	530.8	747.8	0.0	747.8
521200	Retirement Contributions	709.1	555.5	671.0	809.5	967.4	0.0	967.4
521300	F I C A	282.0	215.8	267.0	249.9	384.6	0.0	384.6
521400	Workers' Comp Assessment Fee	1.0	26.1	41.0	0.0	26.1	0.0	26.1
521410	GSD Work Comp Insur Premium	70.9	0.0	23.3	0.0	21.0	0.0	21.0
521600	Employee Liability Ins Premium	54.0	32.9	98.7	0.0	386.7	0.0	386.7
521700	RHC Act Contributions	67.0	57.6	70.0	90.6	100.6	0.0	100.6
200	**Personal services and employee benef**	**5,432.8**	**4,190.9**	**5,599.2**	**5,742.7**	**7,686.2**	**0.0**	**7,686.2**
535200	Professional Services	2,594.0	153.0	95.0	0.0	213.0	0.0	213.0
535300	Other Services	0.0	88.8	45.8	0.0	88.8	0.0	88.8
535309	Other Services - Interagency	40.0	0.0	0.0	0.0	0.0	0.0	0.0
535400	Audit Services	26.0	23.8	25.8	0.0	25.3	0.0	25.3
535500	Attorney Services	3,804.7	7,019.1	6,287.0	0.0	10,190.9	0.0	10,190.9
535600	IT Services	0.0	71.4	11.1	0.0	71.4	0.0	71.4
300	**Contractual services**	**6,464.7**	**7,356.1**	**6,464.7**	**0.0**	**10,589.4**	**0.0**	**10,589.4**
542100	Employee I/S Mileage & Fares	20.0	2.6	14.0	0.0	5.0	0.0	5.0
542200	Employee I/S Meals & Lodging	0.1	1.6	10.0	0.0	6.0	0.0	6.0
542300	Brd & Comm Mbr Meals & Lodging	0.0	0.0	0.0	0.0	1.0	0.0	1.0

		2025-26	2025-26	2026-27	2027-28	-------- FY 2028 Agency Request --------		
		Opbud	Actuals	Opbud	PCF Proj	Base	Expansion	Total
542310	Brd & Comm Mbr Mileage & Fares	0.0	0.0	0.0	0.0	1.0	0.0	1.0
542500	Transp - Fuel & Oil	10.0	1.1	8.0	0.0	2.0	0.0	2.0
542800	State Transp Pool Charges	9.5	16.7	17.0	0.0	23.4	0.0	23.4
543200	Maint - Furn, Fixt, Equipment	0.0	17.6	18.0	0.0	18.0	0.0	18.0
543300	Maint - Buildings & Structures	0.0	0.1	0.0	0.0	0.1	0.0	0.1
543400	Maint - Property Insurance	0.0	0.3	1.0	0.0	0.3	0.0	0.3
543820	Maintenance IT	0.0	7.9	10.0	0.0	20.0	0.0	20.0
543830	IT HW/SW Agreements	22.6	0.0	0.0	0.0	0.0	0.0	0.0
544000	Supply Inventory IT	4.0	15.2	35.0	0.0	35.0	0.0	35.0
544100	Supplies-Office Supplies	2.4	12.0	33.0	0.0	50.0	0.0	50.0
544900	Supplies-Inventory Exempt	0.0	23.1	0.0	0.0	40.0	0.0	40.0
545700	ISD Services	35.4	41.2	42.0	0.0	61.0	0.0	61.0
545710	DOIT HCM Assessment Fees	18.2	17.2	18.0	0.0	24.8	0.0	24.8
545900	Printing & Photo Services	58.0	9.4	10.0	0.0	0.0	0.0	0.0
546100	Postage & Mail Services	1.3	0.1	1.0	0.0	0.0	0.0	0.0
546400	Rent Of Land & Buildings	331.6	272.0	513.3	0.0	336.0	0.0	336.0
546500	Rent Of Equipment	15.0	3.9	10.0	0.0	8.0	0.0	8.0
546600	Communications	0.0	0.0	0.0	0.0	0.0	0.0	0.0
546610	DOIT Telecommunications	50.9	53.1	50.0	0.0	53.0	0.0	53.0
546700	Subscriptions/Dues/License Fee	15.0	10.7	20.0	0.0	15.4	0.0	15.4
546800	Employee Training & Education	63.0	19.6	60.0	0.0	28.6	0.0	28.6
546900	Advertising	2.0	1.6	2.0	0.0	3.0	0.0	3.0
547000	Legal Settlements	0.0	0.0	0.0	0.0	20.0	0.0	20.0
547300	Care & Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0
547360	Insurance Premiums-non_payroll	0.0	11.5	0.0	0.0	0.0	0.0	0.0
547730	Lease Principal Payment	0.0	0.0	0.0	0.0	0.0	0.0	0.0
547900	Miscellaneous Expense	2.0	1.1	5.0	0.0	1.5	0.0	1.5
548200	Furniture & Fixtures	0.0	8.1	30.0	0.0	8.0	0.0	8.0
548800	Automotive & Aircraft	0.0	0.0	0.0	0.0	115.0	0.0	115.0
549600	Employee O/S Mileage & Fares	11.9	2.8	6.0	0.0	6.0	0.0	6.0
549700	Employee O/S Meals & Lodging	30.3	8.3	10.0	0.0	13.0	0.0	13.0
400	**Other**	**703.2**	**558.8**	**923.3**	**0.0**	**895.1**	**0.0**	**895.1**
TOTAL EXPENSE		**12,600.7**	**12,105.8**	**12,987.2**	**5,742.74**	**19,170.7**	**0.0**	**19,170.7**

BU	**PCode**	**Department**
68000	0000	0000000000

810	Permanent	49.00	30.00	49.00	44.00	68.00	0.00	68.00
810	**Permanent**	**49.00**	**30.00**	**49.00**	**44.00**	**68.00**	**0.00**	**68.00**
TOTAL FTE POSITIONS		**49.00**	**30.00**	**49.00**	**44.00**	**68.00**	**0.00**	**68.00**

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

					2025-26	2026-27	Request		Recommendation		
BusUnit			**Line Item**		**Actuals**	**Opbud**	**Base**	**Expansion**	**Base**	**Expansion**	**Opbud**
68000	**P792-R**	**Ofc of Family Rep and Advocac**	520100	Exempt Perm Positions P/T&F/T	780.74	805	826.8	0	0	0	0.0
			520300	Classified Perm Positions F/T	2,090.73	3,118.2	4,201.2	0	0	0	0.0
			520500	Temporary Positions F/T & P/T	9.59	0	0	0	0	0	0.0
			520700	Overtime & Other Premium Pay	7.17	9	8	0	0	0	0.0
			520800	Annl & Comp Paid At Separation	31.41	36	16	0	0	0	0.0
			521100	Group Insurance Premium	383.32	460	747.8	0	0	0	0.0
			521200	Retirement Contributions	555.54	671	967.4	0	0	0	0.0
			521300	F I C A	215.81	267	384.6	0	0	0	0.0
			521400	Workers' Comp Assessment Fee	26.06	41	26.1	0	0	0	0.0
			521410	GSD Work Comp Insur Premium	0	23.3	21	0	0	0	0.0
			521600	Employee Liability Ins Premium	32.92	98.7	386.7	0	0	0	0.0
			521700	RHC Act Contributions	57.65	70	100.6	0	0	0	0.0
			535200	Professional Services	152.96	95	213	0	0	0	0.0
			535300	Other Services	88.76	45.8	88.8	0	0	0	0.0
			535400	Audit Services	23.81	25.8	25.3	0	0	0	0.0
			535500	Attorney Services	7,019.12	6,287	10,190.9	0	0	0	0.0
			535600	IT Services	71.41	11.1	71.4	0	0	0	0.0
			542100	Employee I/S Mileage & Fares	2.62	14	5	0	0	0	0.0
			542200	Employee I/S Meals & Lodging	1.63	10	6	0	0	0	0.0
			542300	Brd & Comm Mbr Meals & Lodgin	0	0	1	0	0	0	0.0
			542310	Brd & Comm Mbr Mileage & Fares	0	0	1	0	0	0	0.0
			542500	Transp - Fuel & Oil	1.06	8	2	0	0	0	0.0
			542800	State Transp Pool Charges	16.67	17	23.4	0	0	0	0.0
			543200	Maint - Furn, Fixt, Equipment	17.61	18	18	0	0	0	0.0
			543300	Maint - Buildings & Structures	0.06	0	0.1	0	0	0	0.0
			543400	Maint - Property Insurance	0.3	1	0.3	0	0	0	0.0
			543820	Maintenance IT	7.9	10	20	0	0	0	0.0
			544000	Supply Inventory IT	15.24	35	35	0	0	0	0.0
			544100	Supplies-Office Supplies	12.02	33	50	0	0	0	0.0
			544900	Supplies-Inventory Exempt	23.11	0	40	0	0	0	0.0
			545700	ISD Services	41.22	42	61	0	0	0	0.0
			545710	DOIT HCM Assessment Fees	17.15	18	24.8	0	0	0	0.0

			545900	Printing & Photo Services	9.44	10	0	0	0	0	0.0
			546100	Postage & Mail Services	0.12	1	0	0	0	0	0.0
			546400	Rent Of Land & Buildings	272.02	513.3	336	0	0	0	0.0
			546500	Rent Of Equipment	3.88	10	8	0	0	0	0.0
			546610	DOIT Telecommunications	53.12	50	53	0	0	0	0.0
			546700	Subscriptions/Dues/License Fee	10.71	20	15.4	0	0	0	0.0
			546800	Employee Training & Education	19.64	60	28.6	0	0	0	0.0
			546900	Advertising	1.56	2	3	0	0	0	0.0
			547000	Legal Settlements	0	0	20	0	0	0	0.0
			547360	Insurance Premiums-non_payroll	11.52	0	0	0	0	0	0.0
			547900	Miscellaneous Expense	1.09	5	1.5	0	0	0	0.0
			548200	Furniture & Fixtures	8.05	30	8	0	0	0	0.0
			548800	Automotive & Aircraft	0	0	115	0	0	0	0.0
			549600	Employee O/S Mileage & Fares	2.76	6	6	0	0	0	0.0
			549700	Employee O/S Meals & Lodging	8.35	10	13	0	0	0	0.0
Subtotal for:	**68000**	**P792-R**	**Ofc of Family Rep and Advocac**		**12,105.82**	**12,987.2**	**19,170.7**	**0**	**0**	**0**	**0.0**

					2025-26	2026-27	Request		Recommendation		
BusUnit			**Line Item**		**Actuals**	**Opbud**	**Base**	**Expansion**	**Base**	**Expansion**	**Opbud**
68000	**Z-CODES-68000**	**Office of Family Representation**	535500	Attorney Services	2,050.69	0	0	0	0	0	0.0
Subtotal for:	**68000**	**Z-CODES-68000**	**Office of Family Repres**		**2,050.69**	**0**	**0**	**0**	**0**	**0**	**0.0**
68000					**14,156.52**	**12,987.2**	**19,170.7**	**0**	**0**	**0**	**0.0**

Totals by Line Item

			2025-26	2026-27	Request		Recommendation		
BusUnit	**Line Item**		**Actuals**	**Opbud**	**Base**	**Expansion**	**Base**	**Expansion**	**Opbud**
68000	**520100**	**Exempt Perm Positions P/T&F/T**	780.74	805	826.8	0	0	0	0.0
	520300	**Classified Perm Positions F/T**	2,090.73	3,118.2	4,201.2	0	0	0	0.0
	520500	**Temporary Positions F/T & P/T**	9.59	0	0	0	0	0	0.0
	520700	**Overtime & Other Premium Pay**	7.17	9	8	0	0	0	0.0
	520800	**Annl & Comp Paid At Separation**	31.41	36	16	0	0	0	0.0

521100	**Group Insurance Premium**	383.32	460	747.8	0	0	0	0.0
521200	**Retirement Contributions**	555.54	671	967.4	0	0	0	0.0
521300	**F I C A**	215.81	267	384.6	0	0	0	0.0
521400	**Workers' Comp Assessment Fee**	26.06	41	26.1	0	0	0	0.0
521410	**GSD Work Comp Insur Premium**	0	23.3	21	0	0	0	0.0
521600	**Employee Liability Ins Premium**	32.92	98.7	386.7	0	0	0	0.0
521700	**RHC Act Contributions**	57.65	70	100.6	0	0	0	0.0
535200	**Professional Services**	152.96	95	213	0	0	0	0.0
535300	**Other Services**	88.76	45.8	88.8	0	0	0	0.0
535400	**Audit Services**	23.81	25.8	25.3	0	0	0	0.0
535500	**Attorney Services**	9,069.81	6,287	10,190.9	0	0	0	0.0
535600	**IT Services**	71.41	11.1	71.4	0	0	0	0.0
542100	**Employee I/S Mileage & Fares**	2.62	14	5	0	0	0	0.0
542200	**Employee I/S Meals & Lodging**	1.63	10	6	0	0	0	0.0
542300	**Brd & Comm Mbr Meals & Lodging**	0	0	1	0	0	0	0.0
542310	**Brd & Comm Mbr Mileage & Fares**	0	0	1	0	0	0	0.0
542500	**Transp - Fuel & Oil**	1.06	8	2	0	0	0	0.0
542800	**State Transp Pool Charges**	16.67	17	23.4	0	0	0	0.0
543200	**Maint - Furn, Fixt, Equipment**	17.61	18	18	0	0	0	0.0
543300	**Maint - Buildings & Structures**	0.06	0	0.1	0	0	0	0.0
543400	**Maint - Property Insurance**	0.3	1	0.3	0	0	0	0.0
543820	**Maintenance IT**	7.9	10	20	0	0	0	0.0
544000	**Supply Inventory IT**	15.24	35	35	0	0	0	0.0
544100	**Supplies-Office Supplies**	12.02	33	50	0	0	0	0.0
544900	**Supplies-Inventory Exempt**	23.11	0	40	0	0	0	0.0
545700	**ISD Services**	41.22	42	61	0	0	0	0.0
545710	**DOIT HCM Assessment Fees**	17.15	18	24.8	0	0	0	0.0
545900	**Printing & Photo Services**	9.44	10	0	0	0	0	0.0
546100	**Postage & Mail Services**	0.12	1	0	0	0	0	0.0
546400	**Rent Of Land & Buildings**	272.02	513.3	336	0	0	0	0.0
546500	**Rent Of Equipment**	3.88	10	8	0	0	0	0.0
546610	**DOIT Telecommunications**	53.12	50	53	0	0	0	0.0

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

546700	**Subscriptions/Dues/License Fee**	10.71	20	15.4	0	0	0	0.0
546800	**Employee Training & Education**	19.64	60	28.6	0	0	0	0.0
546900	**Advertising**	1.56	2	3	0	0	0	0.0
547000	**Legal Settlements**	0	0	20	0	0	0	0.0
547360	**Insurance Premiums-non_payroll**	11.52	0	0	0	0	0	0.0
547900	**Miscellaneous Expense**	1.09	5	1.5	0	0	0	0.0
548200	**Furniture & Fixtures**	8.05	30	8	0	0	0	0.0
548800	**Automotive & Aircraft**	0	0	115	0	0	0	0.0
549600	**Employee O/S Mileage & Fares**	2.76	6	6	0	0	0	0.0
549700	**Employee O/S Meals & Lodging**	8.35	10	13	0	0	0	0.0
	Grand Total	**14,156.52**	**12,987.2**	**19,170.7**	**0**	**0**	**0**	**0.0**

OFFICE OF FAMILY REPRESENTATION AND ADVOCACY (68000)
FY28 RECURRING GENERAL FUND: AGENCY APPROPRIATION REQUEST
CHANGES BY PROGRAM AND CATEGORY

Office of Family Representation and Advocacy (P792)	**Salaries and Benefits (200's)**	**Contractual Services (300's)**	**Other (400's)**	**Other Financing Uses (500's)**	**TOTAL**
FY27 Operating Budget: General Fund	**$4,208.5**	**$4,933.6**	**$696.6**	**$0.0**	**$9,838.7**
Increases (Decreases)					
31 new FTE	$3,477.7				**$3,477.7**
Contract attorney services		$2,455.8			**$2,455.8**
Rent increase			$46.8		**$46.8**
Purchase 2 new vehicles			$115.0		**$115.0**
Operations and maintenance			$36.7		**$36.7**
					$0.0
					$0.0
					$0.0
					$0.0
					$0.0
					$0.0
					$0.0
					$0.0
					$0.0
					$0.0
FY28 Request: General Fund	**$7,686.2**	**$7,389.4**	**$895.1**	**$0.0**	**$15,970.7**
$ increase over FY27	$3,477.7	$2,455.8	$198.5	$0.0	**$6,132.0**
% increase over FY27	82.6%	49.8%	28.5%	#DIV/0!	**62.3%**

State of New Mexico

P-1 Program Overview

Program Description:

The Office of Family Representation and Advocacy (OFRA) began operating as a new state agency on July 1, 2023. OFRA was created because the Legislature recognized the fundamental importance of family relationships, the high stakes that families face in the child and family welfare system, the urgency of keeping children free from abuse and neglect, and the impact that high-quality legal representation can make by ensuring due process and procedural fairness, supporting client engagement, and improving judicial decision-making by providing the court with accurate, timely, and complete information about the children and parents--including the views and voices of the parties' themselves.
More specifically, OFRA was created to overcome longstanding structural and systemic weaknesses in NM's previous model of legal representation in order to achieve better long-term outcomes for children and their families, including higher rates of safe reunification and swifter resolution of cases. (Notably, this also reduces state costs for foster care support payments, caseworker and court time, and resources and services for children and families). To do this, OFRA's enabling statute adopts the attributes of high-quality legal representation developed by national experts, namely an independent, centralized child and family welfare office of lawyers who have manageable caseloads, adequate compensation, access to interdisciplinary legal teams (social workers and peer mentors known as Family Peer Support Navigator (FPSN)), and litigation supports (e.g., interpreters, translators, experts, investigators, and paralegals). OFRA's purpose -- to protect child safety and well-being while safeguarding family relationships and ensuring due process through high-quality interdisciplinary legal representation -- is best achieved through full realization of these nationally recognized attributes.

Currently, OFRA's staff and contract lawyers (1) consult with all parents considering whether to voluntarily place their children in CYFD's custody; (2) represent all children, youth, and indigent parents in abuse/neglect cases and Family in Need of Court-Ordered Services cases; and (3) represent all young adults (known as "eligible adults") in extended foster care cases.

Our Interdisciplinary Services model of legal representation has grown significantly, from 36 clients in Bernalillo County receiving a social worker and/or an FPSN in year 1, to 132 new clients assigned both these workers in year 2, and to an additional 288 new clients assigned interdisciplinary teams in year 3 (thereby meeting the first of our performance measures, which targeted IDLTs for 280 clients in FY26). Since inception, our interdisciplinary legal teams have served a total of 444 clients who engaged in the services offered. Of these, 432 were in Bernalillo County, and 1 was in Santa Fe, 3 in Sandoval, and 8 in Valencia Counties. As we hired IDLT staff we went from providing a social worker and family peer support navigator (FPSNs) to one parent in some abuse/neglect cases in Bernalillo County to extending these interdisciplinary services to one parent in every new case filed in Bernalillo County starting in June 2024.

We were able to meet this target even without opening a second office (as we had planned), by increasing our staff to include three social workers and one social work intern (for part of the fiscal year), as well as six FPSNs, one of whom as recently been promoted to our first Lead FPSN position to help with training, coaching, and onboarding.

We continue to fill these critical, front-line positions. See our response to Question for details about our hiring plan, which will make interdisciplinary services available to some parents in Las Cruces in FY28, though the exact number will depend on how quickly we are able to hire and train these new staff members.

From its inception through the end of FY26, OFRA has completed nineteen voluntary placement consultations, including three in FY26. These consultations are made when CYFD refers a parent (or a parent self-refers) who is considering whether to sign a Voluntary Placement Agreement (VPA) to voluntarily place their child in CYFD's custody. The number of VPA referrals has always been low, but it continues to decline annually.

On June 30, 2026, OFRA's attorneys represented each of the 2,245 children in state custody (CISC) at that time (see CYFD's The Last 13 Months, ending June 30, 2026, page 9), as well as their parents, guardians, and custodians. The number of CISC has steadily climbed during the three years that OFRA has existed: from 1,942 at custodians. The number of CISC has steadily climbed during the three years that OFRA has existed: from 1,942 at the end of FY23 to 2,245 CISC at the end of FY26, for an increase of 303 CISC or nearly 16 percent.

Not only has the number of CISC risen, but the number of abuse and neglect cases filed by CYFD has risen annually. FY26 saw a 39% increase in new case filings (789 new cases were filed in FY26 compared to 567 cases in FY25). The first month of FY27 appears to be continuing the upward trend.

In FY26, OFRA continued to provide attorneys in all ongoing cases filed in prior fiscal years, and assigned counsel to all clients in each of the 789 new cases filed during the fiscal year.

The precise number of cases, children, youth, parents/guardians/custodians, and eligible adults for which OFRA provides attorneys can change daily due to new case filings by CYFD and dismissals by the Court. Until OFRA has its own case management system, it must rely on spreadsheets and manual data collection, as well as attorney and case data from CYFD and the Administrative Office of the Courts (AOC). Although OFRA has been working to secure a case management system since it began, our unique needs have not been met by “off-the-shelf” legal case management systems. After years analyzing our business needs and practices, researching existing Software as a Service (SaaS) options, and researching costs related to developing a new SasS system or adapting an existing SaaS, we have submitted a C2 request to acquire a comprehensive case and data management system in FY 28.

The legal services we are required to provide statewide are performed by OFRA’s seven staff attorneys (including the legal services division director and one supervising attorney) and approximately 80 individual contract attorneys. The work of OFRA’s interdisciplinary legal teams is supported by a staff executive/legal secretary, two staff paralegals, a contract paralegal who assists with training, evaluation and appeals, and a contract social worker who provides training, coaching, and group and individual opportunities for reflective, trauma-informed practice.

Major Issues and Accomplishments:

OFRA has accomplished and learned a lot from the challenges we’ve confronted during our first three years of operations. Three major accomplishments we would like to highlight in our third year include:

- Opening our first regional office in Albuquerque in July 2025, which was intentionally designed to address the needs of clients who have experienced trauma and staff working in a field rife with vicarious and secondary trauma. The color palette, clear signage/lines of sight, minimized patterns, natural light and plants were all carefully selected to ensure a trauma-informed design. See also challenges related to this achievement.
- OFRA was required to set initial performance measures prior to FY25 and develop systems for data collection and analysis without the benefit of having baseline data. In our first two years of collecting and reporting on data, OFRA has achieved 2 of our 3 performance measures. The third measure was close and provided valuable insight into the baseline we will use for improvement annually. OFRA improved performance by nearly 5% on this third measure in year two.
- Two of OFRA’s staff were recognized with awards from the Supreme Court at the annual Children’s Law Institute. One received a lifetime achievement award and the other an Excellence Award. A third staff member was selected to serve as the co-chair on the training committee of the National Alliance for Parent Representation, which puts on a national interdisciplinary representation conference annually.

Year three saw many additional accomplishments including continued progress on programmatic and operational fundamentals. OFRA finalized and adopted a comprehensive set of Employee Policies, covering employment practices; recruiting, hiring, and onboarding; compensation and payroll; benefits, leave and other absences; performance standards; code of conduct; workplace guidelines; safety, property, facility, and vehicle use; technology, communication, and social media; financial matters; business travel; and separation of employment and reemployment.

We developed client and stakeholder resources aimed at increasing understanding of the child and family welfare system and fundamental rights and responsibilities. These are available on our website for anyone to access. We continued to hire staff, develop practice tools for attorneys and interdisciplinary legal teams, expand paralegal support, developed standard operating procedures, and provided and refined initial and ongoing training for staff and contractors based on our continuous quality improvement efforts that evaluate our effectiveness and impact. Throughout FY26, OFRA worked fastidiously to prepare a robust C2 request to fund a comprehensive case management system that is critical to our ongoing ability to collect reliable data and evaluate outcomes for the children, youth, and parents we serve.

Over the course of the year, we also focused on recruitment and retention by implementing staff well-being and professional development strategies designed to improve practice and reduce burnout and compassion fatigue. These strategies include providing access to a contract social worker for difficult case debriefing and examining how implicit bias affects daily practice, and offering support aimed at sustaining workers' long-term effectiveness. Additionally, we partnered with two organizational consultants to reinforce and deepen staff skills around the collaborative practices that guide our work.

In addition to implementing structures to support existing staff, OFRA implemented efforts to attract future practitioners through strategic recruitment activities. These efforts included paid internship opportunities for law and social work students, conducting course presentations at higher-education institutions around the state, and continued conversations with New Mexico's Office of Peer Recovery & Engagement (OPRE) and New Mexico State University's School of Social Work to develop a peer-certification credential for those with lived experience in the child and family welfare system. OFRA also developed a legislative plan to secure access to loan repayment programs for qualifying staff, though that legislation has not yet been adopted. Attracting attorneys, social workers, and peers to this field remains a top priority for OFRA, complementing our broader commitment to building a skilled, sustainable workforce.

At the end of year three, OFRA had 31 full-time employees and approximately 80 contract attorneys working diligently to achieve our performance measures and our ultimate goal of improving the quality of legal representation to children, youth, and parents involved New Mexico's child and family welfare system.

As OFRA continues operations and efforts to scale programming around the state, we've learned valuable lessons from our challenges. Three of our biggest challenges included:

- The delay in opening our Albuquerque office due to a "critical error [by another state agency] in our RPF process". This meant that until mid-July 2025, all OFRA's staff worked remotely. Despite our efforts to mitigate the known challenges, OFRA's transition from remote work to the in-person environment resulted in some turnover. Although turnover can be disruptive, OFRA does not view it as always negative as some departures are necessary to best serve the organization and the individual.
- By the end of FY27, we had hoped to have opened and staffed 3 of the 5 regional offices mandated in statute. In early FY26 we began the RFP process to identify a Las Cruces location. As proposals began coming in reflecting the cost of commercial rent, coupled with the continuous increase in case filings by CYFD resulting in increased contract attorney costs, we quickly realized our current funding was not sufficient achieve this goal. Opening additional offices is now on hold pending approval of our FY28 budget request.
- In FY26 alone, CYFD filed 39% more abuse and neglect cases than it did in FY25. This resulted in a significant caseload increase among staff and contract attorneys, ultimately leading to a small budget shortfall. This unique challenge will be covered in depth as we seek deficiency and supplemental appropriations next month.

As we learn more, OFRA continues to increase clarity among practitioners by refining the expectations and standards outlined in our practice manual, including expectations around client contact. We are currently working on a full rewrite of our practice manual to incorporate feedback we've received from practitioners and other stakeholders. In FY26 we developed a framework to conduct field observations of our interdisciplinary legal teams to directly observe practice in action and continued to conduct courtroom observations around the state. As we identified practice strengths and areas for needed skill development, we provided targeted training on Cornerstone Advocacy, effective strategies for out-of-court conferences/meetings, deep dives into the unique provisions of the Indian Child Welfare Act (ICWA) and the NM Indian Family Protection Act (IFPA), and more.

As a fledgling organization we continued to learn about the pitfalls of "data greed" and the importance of collecting only that data that is essential to answering and acting on sound evaluation questions (the more data you expect people to provide, the more difficult it is to actually get them to provide it). Each fiscal year so far, we've refined the data collection tools used by Interdisciplinary legal team members to maximize our ability to effectively evaluate our performance as required, to use data to drive our decision-making processes, and to guide strategic planning. We also refined our court-room observation tool to increase objectivity and inter-rater reliability as recommended by our contractor. In FY26, the new tool was implemented, and our contractor is currently working on an analysis of our findings.

Overview of Request:

OFRA's FY28 base budget request is $19,654,880, including $16,454,880 from SGF and $3,200,000 in Title IV E transfers from CYFD. This is an increase of $4,605,180 over FY27, which included $2,062,500 in GRO funds that will not continue into FY28. GRO funds supported contract attorneys in Interdisciplinary Legal Teams (IDLTs); based on the pilot's success, this amount is incorporated into the 300s base request. The Budget Justification Section describes this rationale in further detail.

The requested increase is necessary to:
• meet OFRA's statutory obligations and mission to improve outcomes for children and families through high quality interdisciplinary legal representation;
• expand interdisciplinary services to the Southwest Region;
• open the second of five regional offices as required by statute;
• hire a regional manager for the second region; and
• add 31 FTEs in FY28 to staff the Albuquerque office and new Southwest regional office, including interdisciplinary teams, administrative staff, and supervisory positions.

Shrinking IV E reimbursement affects all budget categories. IV E reimburses 50% of eligible interdisciplinary legal service costs, multiplied by the state's penetration rate, which is now estimated at 40%. This results in approximately 20% reimbursement for IV E claimable costs. Training is reimbursed at a higher rate (75%), but still only equates to roughly 30% reimbursement once adjusted for penetration. To avoid overstating revenue, OFRA calculated reimbursement conservatively at the 50% rate.

Staffing and Contract Attorneys

As a service driven agency, OFRA's costs reflect the statutory obligation to provide legal services for children, youth, and parents involved in New Mexico's child welfare system. OFRA's model relies on interdisciplinary teams, requiring attorneys, social workers, family peer support navigators (FPSNs), and administrative support, including HR and IT. Staffing costs are based on actuals for current staff, with new positions calculated at midpoint salary and staggered hiring.

OFRA requests $7,686,180 for personal services (all SGF). Projected IV E reimbursement of $1,537,236 will offset contract costs. In FY24–FY26, hiring was delayed because OFRA had to redirect funds to contract attorneys to meet rising caseloads. Even so, OFRA built a strong foundation, with 33 filled FTEs and five vacancies. In FY27 all vacancies will be filled; in FY28, 31 new positions will be added for a total of 68 FTEs statewide, with at least 16 in Las Cruces. Some positions will serve multiple regions depending on candidate availability.

These hires are essential to improving representation quality and reducing attorney caseloads toward the national best practice standard of no more than 60 cases per full time attorney. Many OFRA contract attorneys currently carry more than 100 clients, often across multiple counties, making out of court client contact and in person hearings extremely difficult. Although staff attorneys are not less costly than contract attorneys, they allow for better supervision, oversight, and accountability. Interdisciplinary team members also reduce attorney workload by handling non legal conferences, research, and drafting.

Even with more staff attorneys, OFRA will continue to rely heavily on contract attorneys because ethical rules prevent representation of multiple parties from the same law office in the same case. OFRA must assign a contract attorney to every party not represented by a staff attorney, and rising case numbers require continued contractor capacity. The FY28 request reflects this reality.

OFRA requests $10,389,894 for contracts, including $7,389,400 SGF and $3,200,000 in IV E transfers. Of this, $10,190,900 is for contract attorney services, assuming a 4.4% annual cost increase and 3.3% increase for inflation. Contract attorneys have not received a rate increase since OFRA's opening. The remaining $198,994 will fund litigation supports (interpreters, translators, expert witnesses), IV E consultants, auditors, general counsel, CPO services, independent social work support, liability insurance, and IT support.

The 400s request increases from $566,700 to $1,379,300 due to costs inherent in staff expansion and opening a second office. All funds requested are SGF; any IV E reimbursement will offset contract costs. While OFRA continues to limit non personnel expenses through digital operations, other expenses such as rent, vehicles, leased equipment, and onboarding related costs necessarily rise with expansion.

Rent totals $336,000: $291,912 for the Albuquerque office and $44,030 for four months in Las Cruces. The Las Cruces estimate was developed with GSD Facilities Management using square footage and regional rates. Mandatory ISD and DoIT fees total $138,800. Remaining costs include training, utilities, licensing, office supplies, recruitment advertising, travel, per diem, and printing.

Programmatic Changes:

FY28 will be the fifth year of OFRA's operation. Our major activities will remain the same: using qualitative and quantitative output, process, and outcome/impact data to refine and improve our interdisciplinary legal practice; improving our internal controls and budget management processes; and strengthening our pipelining and recruiting efforts, especially of staff and contract attorneys to reduce caseloads to a more manageable level. We will focus considerable effort and attention to two major activities, if funded: (1) opening a second regional office and (2) piloting a preventive legal service program in 4 counties.

Our overarching goal is to continue working toward full implementation of our interdisciplinary practice model statewide and fulfillment of the system changes that will lead to better outcomes for children and parents. Activities funded by our base budget and special appropriation requests will support this overarching goal This will involve:

1. Reducing contractor caseloads to a best-practice standard, by;
(a) hiring 6 additional staff attorneys in Bernalillo County and 3 in Doña Ana. Staff attorneys will carry full caseloads in these counties and in attorney deserts around the state; their caseloads across counties will reach, but not exceed, best practices case limits (60 cases).
(b) recruiting additional contract attorneys in areas with a limited number of contractors (through pipelining and recruitment activities).
(c) Piloting preventive interdisciplinary legal services in four counties to reduce the number of new cases. This pilot is designed to help families resolve underlying legal and social problems that place child safety and well-being at risk. Our prevention attorneys, social workers, and peer navigators will work with clients to identify these problems and then provide warm hand-offs to appropriate legal and social services providers. Like our existing interdisciplinary legal model, these prevention practices are eligible for Title IV-E reimbursement. If implemented, these activities would significantly reduce the state's costs of foster care while reducing child and family trauma.
2. Enhancing attorney effectiveness by focusing their workload on activities only attorneys can perform. This effort includes:
(a) expanding interdisciplinary legal teams in Bernalillo and Doña Ana counties so more clients and their attorneys have the benefit of an FPSN and social worker;
(b) providing appropriate levels of supervision for social workers and FPSNs by hiring 2 FPSN Supervisors and one Social Work Supervisor);
(c) providing litigation supports statewide (access to law clerks, investigators, expert witnesses, an access coordinator, and translators/interpreters, plus hiring 6 additional paralegals); and
(d) providing appropriate levels of attorney supervision, coaching and mentoring (through hiring 2 additional supervising attorneys).
3. Enhancing recruitment and retention activities by expanding student loan forgiveness for OFRA attorneys, social workers, and peer navigators, creating a Title IV-E stipend program for social work students who commit to working at OFRA after graduation, and providing financial and educational supports to parents/guardians who have been involved the child and family welfare system to become peer navigators;
4. Obtaining and implementing a robust and reliable case and data management system that allows for efficient case assignments/conflict checks, reduces manual data entry, is easy-to-use for contractors and staff, protects lawyer-client privileged and confidential information, and readily produces meaningful data reports;
5. Fully implementing our evaluation plan, responding to any needs identified during supervision, court observations, and the complaints process, and reporting on our outcomes and impact;
6. Continuing to deepening our administrative and technical staff team through hiring and cross training. While the focus and purpose of OFRA is to support the safety and well-being of children and their families by providing the highest quality interdisciplinary legal representation, doing so requires that our agency run smoothly. This requires sufficient staff to ensure contracts are processed quickly and consistently with the Procurement Code, that staff and

sufficient staff to ensure contracts are processed quickly and consistently with the Procurement Code, that staff and contractors are paid accurately and timely, that our IT infrastructure supports our programmatic goals, that we follow all applicable laws, and that we have the staff to meet all mandatory requirements. In FY28, we will hire IT and HR positions to help with finance, IT, secretarial, scheduling, human resources, and office management functions. As needed, we will continue to rely on contractors to support administrative and fiscal functions. Administrative and leadership staff will continue to be cross-trained on core tasks;

7. Continuing to develop agency policies, procedures, and job aids for staff and contractors (e.g. template pleadings, motions, and briefs), as well

Base Budget Justification: As a new and growing agency, OFRA is seeking budget increases across all categories to support expanded staffing, rising contract costs, and the opening of a second office. These increases are not discretionary; they are required for OFRA to meet statutory responsibilities and key performance measures, including the number of clients served by Family Peer Support Navigators (FPSNs), timely attorney contact, reduced time to permanency, and child safety following reunification. The request is designed to address a challenging child welfare landscape, resolve key practice obstacles, and strengthen performance outcomes.

High attorney caseloads remain a core concern. Case filings have increased each year, and CYFD vacancies slow case progress, keeping cases open longer. As cases linger, courts often schedule multiple hearings because of CYFD delays, increasing attorney workload even without increases in caseload numbers. Contract attorney costs rise in direct proportion to caseloads, but Title IV E reimbursement continues to decline. The penetration rate dropped from 49.66% in FY24 Q1 to 41.08% in FY26 Q4. In FY26, OFRA claimed $13,610,460 in reimbursable expenses. At the original penetration rate, reimbursement would have been $3,379,477; instead, OFRA received $2,916,939—a $462,538 loss caused entirely by the declining rate.

Interdisciplinary Legal Teams (IDLTs) help mitigate workload pressures by allowing attorneys to focus on legal advocacy while team members assist clients. Legal assistants, paralegals, and supervisors further reduce attorney burden and strengthen case management. Growth in direct service staff also requires growth in administrative and supervisory staff to support hiring, contracts, operations, and quality assurance.

OFRA’s request for $7,686,180 in personal services includes $2,062,500 in GRO funds previously used for IDLT attorney positions that will no longer be available in FY28. Moving these funds into the base budget is essential because attorney costs continue rising while OFRA must provide mandated representation. CYFD filed 789 new cases in FY26—a 39% increase over FY25. More children remain in custody longer: on June 30, 2026, 2,424 children were in custody with an average stay of 764 days. Title IV E reimbursement continues to decline each quarter.

SGF Request: 200s

We request $7,686,180 in SGF for personal services. Estimated IV E reimbursement of $1,537,236 from these expenditures will offset contract costs. Personnel and benefits amounts are based on actual current costs and projected hiring for FY27 and FY28, assuming midpoint salary and adjusted start dates. We anticipate 68 FTEs in two offices by the end of FY28.

SGF Request: 300s and 400s

We seek increases in the 300s and 400s to address rising caseloads and the establishment of a second office.

300s

We request $10,389,894 for contracts—$7,389,400 SGF and $3,200,000 in Title IV E transfers. Of this, $10,190,900 is for contract attorneys and reflects a 4.4% annual cost increase and 3.3% inflation. Contract attorneys have not received a pay increase since OFRA opened. The remaining $198,994 will fund litigation supports (interpreters, translators, expert witnesses), IV E consultants, auditing, general counsel, CPO services, social work support, liability insurance, and IT services.

400s

We request an increase from $566,700 to $1,379,300 due to additional FTEs and the new office. All funds requested are SGF; any IV E reimbursement from these expenditures will offset contract costs. OFRA maintains a low cost, digital focused office model, though unavoidable new expenses—including rent, vehicles, leased equipment, workers’ compensation, equipment, supplies, insurance, memberships, training, and recruitment—significantly increase overall costs.

Rent is the largest 400s expense: $336,000 total, including $291,912 for the Albuquerque office and $44,030 for four months of occupancy in Las Cruces. The Las Cruces projection was developed with GSD Facilities Management using square footage needs and regional pricing. Mandatory ISD and DoIT fees total $138,800. Smaller expenses include training, utilities, licensing, office supplies, recruitment advertising, travel, per diem, and printing.

REV EXP COMPARISON

(Dollars in Thousands)

68000 - Office of Family Representation and Advocacy

	General Fund	Other Funds	Other Transfers	Federal Funds	Total
SOURCES	**15,970.7**	**0.0**	**3,200.0**	**0.0**	**19,170.7**
Personal services and employee benefits	7,686.2	0.0	0.0	0.0	7,686.2
Contractual services	7,389.4	0.0	3,200.0	0.0	10,589.4
Other	895.1	0.0	0.0	0.0	895.1
USES Total:	**15,970.7**	**0.0**	**3,200.0**	**0.0**	**19,170.7**
Net:	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

Ofc of Family Rep and Advocacy

BU 68000
PCode P792

State of New Mexico

F4 PCode Detail

(Dollars in Thousands)

Fund	Account		2025-26 Actuals	2026-27 Opbud	2027-28 PCF Proj	FY 2028 Agency Request GF	 OSF	 ISF/IAT	 FF	 Total	Justification
00000	520300	Classified Perm Positions F/T	0.0	0.0	881.76	0.0	0.0	0.0	0.0	0.0	
00000	521100	Group Insurance Premium	0.0	0.0	57.24	0.0	0.0	0.0	0.0	0.0	
00000	521200	Retirement Contributions	0.0	0.0	190.99	0.0	0.0	0.0	0.0	0.0	
00000	521300	F I C A	0.0	0.0	54.25	0.0	0.0	0.0	0.0	0.0	
00000	521700	RHC Act Contributions	0.0	0.0	24.23	0.0	0.0	0.0	0.0	0.0	
21320	520100	Exempt Perm Positions P/T&F/T	780.7	805.0	799.85	826.8	0.0	0.0	0.0	826.8	37 current FTEs and 31 NEW FTEs requested for FY28. Total of 68 FTEs
21320	520300	Classified Perm Positions F/T	1,523.5	3,118.2	2,380.3	4,201.2	0.0	0.0	0.0	4,201.2	
21320	520500	Temporary Positions F/T & P/T	9.6	0.0	0	0.0	0.0	0.0	0.0	0.0	
21320	520700	Overtime & Other Premium Pay	7.2	9.0	0	8.0	0.0	0.0	0.0	8.0	
21320	520800	Annl & Comp Paid At Separation	31.4	36.0	0	16.0	0.0	0.0	0.0	16.0	
21320	521100	Group Insurance Premium	383.3	460.0	473.57	747.8	0.0	0.0	0.0	747.8	Add 10% increase to health insurance premium as advised by SBD director on 8/7/2026
21320	521200	Retirement Contributions	555.5	671.0	618.51	967.4	0.0	0.0	0.0	967.4	
21320	521300	F I C A	215.8	267.0	195.66	384.6	0.0	0.0	0.0	384.6	
21320	521400	Workers' Comp Assessment Fee	26.1	41.0	0	26.1	0.0	0.0	0.0	26.1	
21320	521410	GSD Work Comp Insur Premium	0.0	23.3	0	21.0	0.0	0.0	0.0	21.0	GSD FY28 Rate Sheet Amount
21320	521600	Employee Liability Ins Premium	32.9	98.7	0	386.7	0.0	0.0	0.0	386.7	
21320	521700	RHC Act Contributions	57.6	70.0	66.39	100.6	0.0	0.0	0.0	100.6	
21330	520300	Classified Perm Positions F/T	567.2	0.0	0	0.0	0.0	0.0	0.0	0.0	
	200	**Personal services and employee benef**	**4,190.9**	**5,599.2**	**5,742.74**	**7,686.2**	**0.0**	**0.0**	**0.0**	**7,686.2**	
21320	542100	Employee I/S Mileage & Fares	2.6	14.0	0	5.0	0.0	0.0	0.0	5.0	Opening of new offices + increased staff
21320	542200	Employee I/S Meals & Lodging	1.6	10.0	0	6.0	0.0	0.0	0.0	6.0	Opening of new offices + increased staff
21320	542300	Brd & Comm Mbr Meals & Lodging	0.0	0.0	0	1.0	0.0	0.0	0.0	1.0	
21320	542310	Brd & Comm Mbr Mileage & Fares	0.0	0.0	0	1.0	0.0	0.0	0.0	1.0	
21320	542500	Transp - Fuel & Oil	1.1	8.0	0	2.0	0.0	0.0	0.0	2.0	
21320	542800	State Transp Pool Charges	16.7	17.0	0	23.4	0.0	0.0	0.0	23.4	5 current vehicles plus 2 additional vehicles in FY28
21320	543200	Maint - Furn, Fixt, Equipment	17.6	18.0	0	18.0	0.0	0.0	0.0	18.0	
21320	543300	Maint - Buildings & Structures	0.1	0.0	0	0.1	0.0	0.0	0.0	0.1	
21320	543400	Maint - Property Insurance	0.3	1.0	0	0.3	0.0	0.0	0.0	0.3	
21320	543820	Maintenance IT	7.9	10.0	0	20.0	0.0	0.0	0.0	20.0	
21320	543830	IT HW/SW Agreements	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	

			2025-26	2026-27	2027-28	-------------------------- FY 2028 Agency Request --------------------------					
Fund	**Account**		**Actuals**	**Opbud**	**PCF Proj**	**GF**	**OSF**	**ISF/IAT**	**FF**	**Total**	**Justification**
21320	544000	Supply Inventory IT	15.2	35.0	0	35.0	0.0	0.0	0.0	35.0	Opening of new offices + increased staff
21320	544100	Supplies-Office Supplies	12.0	33.0	0	50.0	0.0	0.0	0.0	50.0	Opening of new offices + increased staff
21320	544900	Supplies-Inventory Exempt	23.1	0.0	0	40.0	0.0	0.0	0.0	40.0	Opening of new offices + increased staff
21320	545700	ISD Services	41.2	42.0	0	61.0	0.0	0.0	0.0	61.0	GSD FY28 Rate Sheet Amount
21320	545710	DOIT HCM Assessment Fees	17.2	18.0	0	24.8	0.0	0.0	0.0	24.8	68 x $365.00 = (FY28 Rate is $365 per FTE)
21320	545900	Printing & Photo Services	9.4	10.0	0	0.0	0.0	0.0	0.0	0.0	
21320	546100	Postage & Mail Services	0.1	1.0	0	0.0	0.0	0.0	0.0	0.0	
21320	546400	Rent Of Land & Buildings	272.0	513.3	0	336.0	0.0	0.0	0.0	336.0	ABQ Year 3 (FY28) total annual Rent = $291,912.27. Plus, Las Cruces rent $29.75 per square foot x 4440 sq/ft. = $132,090.00 annual rent. $132,090.00 / 12 = $11,007.50 per month. 4 months x $11,007.50 = $44,030.00 anticpated rent in FY28. Total Rent of office buildings = $291,912.27 + 44,030.00 = $335,942.27
21320	546500	Rent Of Equipment	3.9	10.0	0	8.0	0.0	0.0	0.0	8.0	Opening of new offices + increased staff
21320	546610	DOIT Telecommunications	53.1	50.0	0	53.0	0.0	0.0	0.0	53.0	GSD FY28 Rate Sheet Amount
21320	546700	Subscriptions/Dues/License Fee	10.7	20.0	0	15.4	0.0	0.0	0.0	15.4	Opening of new offices + increased staff
21320	546800	Employee Training & Education	19.6	60.0	0	28.6	0.0	0.0	0.0	28.6	Opening of new offices + increased staff
21320	546900	Advertising	1.6	2.0	0	3.0	0.0	0.0	0.0	3.0	Opening of new offices + increased staff
21320	547000	Legal Settlements	0.0	0.0	0	20.0	0.0	0.0	0.0	20.0	Existing cases pending
21320	547300	Care & Support	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21320	547360	Insurance Premiums-non_payroll	11.5	0.0	0	0.0	0.0	0.0	0.0	0.0	
21320	547730	Lease Principal Payment	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21320	547900	Miscellaneous Expense	1.1	5.0	0	1.5	0.0	0.0	0.0	1.5	
21320	548200	Furniture & Fixtures	8.1	30.0	0	8.0	0.0	0.0	0.0	8.0	For handicap accessibility
21320	548800	Automotive & Aircraft	0.0	0.0	0	115.0	0.0	0.0	0.0	115.0	2 Vehicles = 4x4 cross over/ hybrid, Operational lease rate captured under 542800
21320	549600	Employee O/S Mileage & Fares	2.8	6.0	0	6.0	0.0	0.0	0.0	6.0	
21320	549700	Employee O/S Meals & Lodging	8.3	10.0	0	13.0	0.0	0.0	0.0	13.0	
21330	542100	Employee I/S Mileage & Fares	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	542200	Employee I/S Meals & Lodging	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	542500	Transp - Fuel & Oil	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	542800	State Transp Pool Charges	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	543200	Maint - Furn, Fixt, Equipment	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	543830	IT HW/SW Agreements	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	

Fund	Account		2025-26 Actuals	2026-27 Opbud	2027-28 PCF Proj	FY 2028 Agency Request GF	OSF	ISF/IAT	FF	Total	Justification
21330	544000	Supply Inventory IT	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	544100	Supplies-Office Supplies	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	545700	ISD Services	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	545710	DOIT HCM Assessment Fees	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	545900	Printing & Photo Services	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546100	Postage & Mail Services	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546400	Rent Of Land & Buildings	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546500	Rent Of Equipment	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546610	DOIT Telecommunications	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546700	Subscriptions/Dues/License Fee	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546800	Employee Training & Education	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	546900	Advertising	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	547300	Care & Support	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	547730	Lease Principal Payment	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	547900	Miscellaneous Expense	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	549600	Employee O/S Mileage & Fares	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
21330	549700	Employee O/S Meals & Lodging	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
	400	**Other**	**558.8**	**923.3**	**0**	**895.1**	**0.0**	**0.0**	**0.0**	**895.1**	
	TOTAL EXPENSE		**4,749.8**	**6,522.5**		**8,581.3**	**0.0**	**0.0**	**0.0**	**8,581.3**	

Ofc of Family Rep and Advocacy

State of New Mexico

Contract by PCode Detail

(Dollars in Thousands)

BU	PCode
68000	P792

						FY 2028 Agency Request					
Fund	**Account**		**#**	**Contract Purpose**	**Actuals**	**GF**	**OSF**	**ISF/IAT**	**FF**	**Total**	**Justification**
21320	535200	Professional Services	1000		153.0	213.0	0.0	0.0	0.0	213.0	
21320	535300	Other Services	1000		88.8	88.8	0.0	0.0	0.0	88.8	
21320	535400	Audit Services	1000		23.8	25.3	0.0	0.0	0.0	25.3	
21320	535500	Attorney Services	1000		4,671.9	6,990.9	0.0	0.0	0.0	6,990.9	
21320	535600	IT Services	1000		71.4	71.4	0.0	0.0	0.0	71.4	
21330	535500	Attorney Services	1000		2,347.2	0.0	0.0	3,200.0	0.0	3,200.0	
	TOTAL EXPENSE				**7,356.1**	**7,389.4**	**0.0**	**3,200.0**	**0.0**	**10,589.4**	

Detail of Federal Funds Revenue (numbers in thousands)

Agency: Office of Family Representation and Advocacy
BU: 68000
Program: P792
Program Code: P792

								FY28 REQUEST		
FUND	REVENUE ACCOUNT	GRANT NAME	MATCH RATIO	EXP. DATE	TOTAL GRANT AMOUNT	FY26 ACTUALS	FY27 OPBUD	BASE	EXPANSION	TOTAL
21330	451909	Federal Contract - Interagency	40/50	9/30/2027		0.0	3,139.6	3,200.0	0.0	3,200.0
										0.0
										0.0
										0.0
										0.0
										0.0
										0.0
										0.0
										0.0
										0.0
										0.0
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										0.0
										0.0
										0.0
										0.0
										0.0
										0.0
				TOTALS		0.00	3,139.60	3,200.00	0.00	3,200.00

State of New Mexico

SPECIALS, SUPPLEMENTALS AND DEFICIENCIES DFA

(Prepare separate forms for each request)

BU: 68000

Agency: Office of Family Representation and Adv

Program:

Analyst: VICENTE ORTIZ

Phone: 505-525-8871

Request Type: C2 Section 7 Request

Rank: 0

TOTAL SOURCES MUST EQUAL TOTAL USES

(Dollars in Thousands)

Sources		Uses	
Revenue Account	**Amount**	**Uses Account**	**Amount**
Other Transfers	3,000.0	Contractual Services	3,000.0
Total Sources	**3,000.0**	Personal Services & Employee Be	0.0
		Total Uses	**3,000.0**

Full Time Equivalents (FTE)	
Type	**Amount of FTE**
	0.00
Total FTE	**0.00**

Request is related to a recurring expense	**Yes**
Request is related to a capital request	**No**
Request is related to proposed legislation	**No**

Language requested for inclusion in General Appropriations Act (Please Follow Legislative Bill Drafting Conventions - See Instructions)

The Office of Family Representation and Advocacy requests FY28 C2 appropriations to procure and implement a SaaS Legal Case Management System that modernizes legal operations, enhances case management and reporting capabilities, and supports secure, statewide delivery of legal services.

Justification Quantitative Data (Description)

The CMS will eliminate manual processes, centralize and secure case data, strengthen reporting capabilities, standardize business workflows, and improve overall operational efficiency. Reduced administrative effort will allow attorneys and staff to dedicate more time to legal strategy and client service, improving agency performance and constituent experience. The current estimated cost saving on staff administrative overhead is $582,494.42/year based on projected FTE count for FY28.

Request: Provide a brief description of what the request does, how the dollars will be spent and explain why it is a nonrecurring need.

The Office of Family Representation and Advocacy (OFRA) requests $3,000,000 in FY28 Computer Systems Enhancement Fund (C2) funding to procure and implement a Software as a Service (SaaS) Legal Case Management System (CMS). The system will replace manual, spreadsheet-driven processes with a centralized, secure platform that supports case management, workflow automation, document handling, reporting, and analytics.

Request: How the dollars will be spent.

The Office of Family Representation and Advocacy (OFRA) is requesting FY28 C2 funding, to implement a Software as a Service (SaaS) Legal Case Management System (CMS). The implementation of a CMS is needed to ensure that all client and case data is stored in a singular and secure data repository, eliminating the need for physical files and multiple spreadsheets.

Request: Explain why request is nonrecurring need.

The reason for the non-recurring request is the amount of the ask is needed to establish and implement a legal case management system that would be more than a base budget increase would allow. The request will allow OFRA to establish an enterprise system that currently does not exist for management of legal casework.

Consequences: Provide a brief description of consequences of not funding a performance and accountability task.

Continued reliance on manual processes poses several risks including limits on operational efficiency, reporting capabilities, data security, and effective case management. Subsequently, the cost of highly compensated FTE having to perform tasks with high administrative overhead takes away from quality of service provided to OFRA constituents. The risk of data being incomplete and inaccurate also increases with continued reliance on the manual processes.

Performance: How will agency performance be affected.

The implementation of a CMS will streamline case management, automate key workflows, enhance reporting, and strengthen protection of confidential information. The system will automate tracking of hearings, deadlines, court dates, and other case milestones using configurable workflows and notifications. Eliminating spreadsheet and paper-based tracking will reduce missed deadlines, improve compliance, and ensure staff have timely access to accurate case information. Integrated billing functions will reduce workload for contract attorneys and improve billing accuracy.

Performance: How will agency performance will be improved.

The CMS will eliminate manual processes, centralize and secure case data, strengthen reporting capabilities, standardize business workflows, and improve overall operational efficiency. Reduced administrative effort will allow attorneys and staff to dedicate more time to legal strategy and client service, improving agency performance and constituent experience.

Brief description of problem agency is addressing.

OFRA currently employs a manual process to track cases. This process includes spreadsheets, email, and physical files to manage legal case assignments, collaboration, and reporting. These processes increase administrative effort, limit operational visibility, and make it difficult to efficiently manage confidential case information and meet statutory reporting requirements. A centralized CMS will improve efficiency, reporting, and effectively safeguard and protect confidential client and case data.

State of New Mexico

SPECIALS, SUPPLEMENTALS AND DEFICIENCIES DFA

(Prepare separate forms for each request)

BU: 68000

Request Type: GRO recommendations

Agency: Office of Family Representation and Adv

Program:

Analyst: VICENTE ORTIZ

Phone: 505-525-8871

Rank: 0

TOTAL SOURCES MUST EQUAL TOTAL USES

(Dollars in Thousands)

Sources		Uses	
Revenue Account	**Amount**	**Uses Account**	**Amount**
Other Transfers	1,101.2	Personal Services & Employee Be	1,101.2
Total Sources	**1,101.2**	**Total Uses**	**1,101.2**

Full Time Equivalents (FTE)	
Type	**Amount of FTE**
	0.00
Total FTE	**0.00**

Request is related to a recurring expense	**Yes**
Request is related to a capital request	**No**
Request is related to proposed legislation	**No**

Language requested for inclusion in General Appropriations Act (Please Follow Legislative Bill Drafting Conventions - See Instructions)

For a pilot program in four counties designed to test the efficacy of pre-petition interdisciplinary legal consultation services intended to safely prevent entry into foster care.

Justification Quantitative Data (Description)

To be most effective, legal representation and advocacy must exist on a continuum for families involved in the child and family welfare system. According to Casey Family Programs, “[t]oo often, children enter or linger in foster care because their parents are struggling with poverty-related issues.” Unfortunately, poverty is often conflated with neglect resulting in children entering the foster care system when other preventative actions can be used to address underlying issues and prevent the traumatic experience of family separation. OFRA’s expansion request directly addresses this need.

According to CYFD’s “Together We Thrive” dashboard, “the majority of maltreatment allegations investigated by CYFD continues to be neglect.” Neglect can include “educational neglect; inadequate clothing, food or shelter; lack of supervision; child substance exposure; and caregiver substance abuse that negatively impacts the child. Medical neglect is reported as its own category and includes failure to meet the child’s physical or mental health needs.” Many of these categories can be directly tied to poverty and lack of access to opportunities, resources, and supportive services. Of the allegations received by CYFD’s Stateside Central Intake (SCI) in FY24, approximately 62% include “neglect/deprivations of necessities and medical neglect.”
National data estimates that three-quarters of all reports to child protective services include allegations of neglect and for 64% of children who enter foster care, neglect is the primary or contributing factor. Although rates of abuse and other types of maltreatment have declined significantly in recent years, the rates of neglect remain high. Experts across the nation have found that poverty is a risk factor for neglect, but not a cause. According to the National Center for State Legislatures, “poverty produces material hardships for families. Such hardships often result in families experiencing toxic stress which can impede children’s cognitive development and parents’ capacity to meet the needs of their children. Incapacity to provide is not the same as an unwillingness to provide. This distinction is at the crux of the challenge policymakers face to disentangle poverty from neglect.” See https://www.ncsl.org/state-legislatures-news/details/poverty-and-child-neglect-how-did-we-get-it-wrong.
If funded, the Family Wellbeing Consultation Program will help avert families experiencing poverty from entering the foster care system, and will assure that families in need of higher levels of CYFD intervention/court oversight enter a system that is not so over-taxed that it is incapable of responding fully and appropriately.

Data from the Second Judicial District Court’s pre-petition legal consultation pilot program (which provided legal consultations only, no consultations with social workers or peer navigators) showed that the program received 366 referrals (self-referrals and referrals from CYFD), involving a total of 588 children, in just over 17 months of operation. After legal consultation, only 30 abuse or neglect cases (or 8% of referrals), involving 53 children (9% of the children involved), were filed by CYFD, resulting in far fewer children being removed and placed in foster care. In other words, 535 children in families referred for pre-petition consultation did not enter care in a 17-month period.

Based on the experience of the Second Judicial District Court, we expect to provide consultations for 75 families per month, for 900 consultations in four counties during a fiscal year. With a total program cost of $359,800 annually, each referral would cost $400. After Title IV-E reimbursement, the cost to the state per referral would be approximately $320.

Although projecting savings from this intervention is challenging, one way to project cost benefits is to estimate the cost of preventing entry into foster care. For this program to be cost effective, it would need to keep only 17.13 children out of foster care for one year. Given that we anticipate serving 900 families, many with more than one child, and given the success of the pilot in the Second Judicial District, we believe that we will readily meet this “break-even” number. Every additional child we serve in this program who does not require foster care (likely hundreds of children per year), will save the state an additional $21,000 in foster care costs alone. This estimate does not account for the social and longitudinal benefits of avoiding the trauma of removal and upheaval.

Request: Provide a brief description of what the request does, how the dollars will be spent and explain why it is a nonrecurring need.

The Office of Family Representation and Advocacy (OFRA) seeks GRO funding to pilot and evaluate an interdisciplinary pre-petition legal consultation program for families after they have come to the attention of the Children, Youth and Families Department (CYFD) but before a petition for custody is filed in Children’s Court. The pilot will serve families in Bernalillo, Sandoval, Valencia, and Cibola Counties. The program will include three components designed to help stabilize families, so children remain safely in their home:
1. Consultation with a lawyer who will (a) assess the family’s legal needs, and (b) advise the family about their rights, the legal proceedings and work of children’s court, and avenues for resolving a wide variety of ancillary legal issues that may be barriers to a child’s safety in the home if not addressed.
It is important to note that the OFRA lawyer will not represent the parent in those ancillary matters but will identify legal issues that are destabilizing the family and make referrals to legal services providers that may be able to provide representation. These ancillary legal issues could include the following: Guardianship and relative placement, Custody and dissolution of marriage or civil union, Landlord/Tenant, Eviction and/or Foreclosure, Bankruptcy, Fair Wage and employment issues, Paternity, Intimate partner violence/Domestic Violence, Public Benefits, Immigration, Disability rights, Education/Special Education, Power of attorney, Warrants, Child support, Expungement of criminal records, Traffic tickets, Unpaid fines and fees, Identity or wage theft, and unfair debt collection.

2. Consultation with a Social Worker, who will assess the family’s needs related to social determinants of health that impact their ability to keep children safe, including for example: Public benefits/income supports, Housing, Food insecurity, Medical insurance, Substance abuse services, Mental health services, Medical health services, Childcare, Moving expenses, and educational needs.

3. After the legal and social work assessments and consultations, an OFRA Family Peer Support Navigator will work closely with family members to help them develop safety plans (if appropriate) and access appropriate services with warm hand-offs.

Request: How the dollars will be spent.

The GRO funds will be used to support 3 additional staff members (described in the previous tab), as well as a contract with UNM's Evaluation Lab to assist with the pilot's evaluation.

Request: Explain why request is nonrecurring need.

If the pilot is as successful as we anticipate, based on the promising results of an earlier court-supported pilot in New Mexico's Second Judicial District (Bernalillo County), and similar projects across the country, we anticipate requesting base funding to continue and to expand this project statewide in the future.

Consequences: Provide a brief description of consequences of not funding a performance and accountability task.

N/A

Performance: How will agency performance be affected.

Lower caseloads and enhanced representation should lead to fewer complaints and improved client satisfaction.

Performance: How will agency performance will be improved.

By reducing the number of children removed from their families, and the number of Children's Court cases filed, we expect our contract attorneys, staff attorneys, and interdisciplinary legal services staff to maintain a more manageable caseload and thereby provide enhanced, higher quality legal representation to families who need a higher level of intervention.

Brief description of problem agency is addressing.

The pilot is designed to decrease the number of entries into foster care for reasons not related to child or youth safety. Pre-petition interdisciplinary legal assessments, consultations, referrals, and safety planning can address poverty-related issues that are frequently mistaken for neglect. Short-term, low-cost interventions can address the factors that destabilize families and thereby keep children safe.

State of New Mexico

SPECIALS, SUPPLEMENTALS AND DEFICIENCIES DFA

(Prepare separate forms for each request)

BU: 68000

Agency: Office of Family Representation and Adv

Program:

Analyst: VICENTE ORTIZ

Phone: 505-525-8871

Request Type: Special (FY 28)

Rank: 0

TOTAL SOURCES MUST EQUAL TOTAL USES

(Dollars in Thousands)

Sources		Uses	
Revenue Account	**Amount**	**Uses Account**	**Amount**
General Fund Transfers	260.0	Other	260.0
Total Sources	**260.0**	**Total Uses**	**260.0**

Full Time Equivalents (FTE)	
Type	**Amount of FTE**
	0.00
Total FTE	**0.00**

Request is related to a recurring expense	**No**
Request is related to a capital request	**Yes**
Request is related to proposed legislation	**No**

Language requested for inclusion in General Appropriations Act (Please Follow Legislative Bill Drafting Conventions - See Instructions)

For office furniture.

Justification Quantitative Data (Description)

We are requesting $260,000 for furniture based on estimates from Goodmans, a supplier on the Statewide Price Agreement.

Request: Provide a brief description of what the request does, how the dollars will be spent and explain why it is a nonrecurring need.

This request is for furniture for a new office to be opened in Las Cruces in FY28.

Request: How the dollars will be spent.

These funds will be spent on furniture for the new office to be opened in Las Cruces in FY28. That office will have 17 FTEs, plus conference rooms, reception area, and required lactation room.

Request: Explain why request is nonrecurring need.

Once furniture is purchased for the second office, they will not need to be purchased again (until they require replacement at some date in the future).

Consequences: Provide a brief description of consequences of not funding a performance and accountability task.

N/A

Performance: How will agency performance be affected.

Performance will not be possible without furniture.

Performance: How will agency performance will be improved.

Staff cannot perform their duties without appropriate office furniture.

Brief description of problem agency is addressing.

Lack of furniture for expanding staff and new office.

State of New Mexico

SPECIALS, SUPPLEMENTALS AND DEFICIENCIES DFA

(Prepare separate forms for each request)

BU: 68000

Request Type: Special (FY28) (Language O

Agency: Office of Family Representation and Adv

Program:

Analyst: Vicente Ortiz

Phone: 505-525-8871

Rank: 0

TOTAL SOURCES MUST EQUAL TOTAL USES

(Dollars in Thousands)

Sources		Uses	
Revenue Account	**Amount**	**Uses Account**	**Amount**
	0.0		0.0
Total Sources	**0.0**	**Total Uses**	**0.0**

Full Time Equivalents (FTE)	
Type	**Amount of FTE**
	0.00
Total FTE	**0.00**

Request is related to a recurring expense	**No**
Request is related to a capital request	**No**
Request is related to proposed legislation	**No**

Language requested for inclusion in General Appropriations Act (Please Follow Legislative Bill Drafting Conventions - See Instructions)

The period of time for expending the one-hundred and twenty thousand dollars ($120,000.00) appropriated in section 5 of chapter 67 of laws 2026 for expansion costs, including information technology equipment, office furniture and vehicle leases is extended through fiscal year 2028.

Justification Quantitative Data (Description)

This funding is needed for furniture and IT equipment for the opening of the Las Cruces office in FY28.

Request: Provide a brief description of what the request does, how the dollars will be spent and explain why it is a nonrecurring need.

Authorization to extend appropriated FY27 fund ZK5208 in the amount of $120,000.00 to be utilized in FY28.

Request: How the dollars will be spent.

Request: Explain why request is nonrecurring need.

Consequences: Provide a brief description of consequences of not funding a performance and accountability task.

Performance: How will agency performance be affected.

Performance: How will agency performance will be improved.

Brief description of problem agency is addressing.

Agency: 68000 Office of Family Representation and Advocacy

Program: P792 Ofc of Family Rep and Advocacy

The purpose of the office of family representation and advocacy program is to provide high-quality legal representation for children, youth and respondents involved in child welfare cases.

Performance Measures:		2025-26 Target	2025-26 Result	Met Target	Year End Result Narrative
Outcome	Average percent reduction in time to permanency for children whose parent, guardian or custodian received interdisciplinary legal services from a family peer support navigator or licensed master social worker compared to those whose parent, guardian or custodian did not receive these services	New	New	Yes	
Outcome	Average reduction in time to reunification for children whose parent, guardian or custodian received interdisciplinary legal services from a family peer support navigator or licensed master social worker compared to those whose parent, guardian or custodian did not receive these services	7%	7%	No	Children whose parent received interdisciplinary legal services and exited to a permanent outcome during FY 2026, spent 137 median days in care. Children whose parent did NOT receive these services spent 330 median days in care. This represents a difference of 82.7% in the median time to permanency. This measure is calculated by counting (1) children who entered care on or after July 01, 2023 (the day OFRA began operations) and (2) of those, the number who exited foster care to a permanent outcome (reunification, adoption, or permanent guardianship) during FY26. Children who exited during FY26, but entered care before July 01, 2023 were excluded from the analysis, as were cases dismissed or closed for reasons other than permanency outcomes identified above (i.e., emancipation, short-stayers). Families referred to IDS but who did not engage in services were not counted as served cases.
Outcome	Percent of children whose parent receives interdisciplinary legal services and who are safely maintained in the reunified environment for twelve months following reunification, excluding children who are reunified due to dismissal based on a procedural failure	New	New	Yes	
Outcome	Percent of children whose parent receives interdisciplinary legal services and who have a permanency plan of reunification at the start of a twelve-month period who successfully reunify or begin a trial home visit during those twelve months	New	New	Yes	

Program: P792 Ofc of Family Rep and Advocacy

Performance Measures:		2025-26 Target	2025-26 Result	Met Target	Year End Result Narrative
Output	Number of respondents who receive services from a family peer support navigator	280	132	No	This target was initially created when OFRA believed it would be opening its second regional office (in Las Cruces) in FY26. Due to budgetary limitations this was not feasible. Even without IDS teams in Las Cruces, and relying on staffing in OFRA's main office alone, OFRA still met this target due to a large increase in case filings during the fiscal year. Statewide, the state filed 222 more cases in FY26 than in FY25. In FY26, 288 respondent clients were served by an OFRA interdisciplinary services team, including a Family Peer Support Navigator (FPSN) and a Social Worker. Of those, 241 (84%) clients actively engaged with their team. All but 12 of these cases were in Bernalillo County. The 12 cases outside of Bernalillo County included 1 in Santa Fe County, 8 in Valencia County, and 3 in Sandoval County.
Output	Percent of hearings where client and attorney spoke at least once prior to the day of the hearing	80%	70%	No	Due to being a new agency, FY25 and 26 targets were set before having a baseline. FY25 was the first year of data collection and is considered our baseline for performance under this measure. In FY25, OFRA's attorneys performed the activity captured in this measure 70% of the time and a 10% increase in this performance area was unlikely in one year. However, we implemented strategies for improvement focusing on the quality and frequency of contact with clients, resulting in a 4.6 percentage point improvement during FY26 (strategies are detailed in the attached document). As a result of these efforts, OFRA's performance improved in FY26 to 74.6%, essentially meeting our FY25 goal. During FY26, OFRA's staff attorneys met the desired target, speaking with their clients before a hearing 80.8% of the time.

Performance Measures Summary

P792 **Ofc of Family Rep and Advocacy**

Purpose: The purpose of the office of family representation and advocacy program is to provide high-quality legal representation for children, youth and respondents involved in child welfare cases.

	Performance Measures:	2024-25 Actual	2025-26 Actual	2026-27 Budget	2027-28 Request	2027-28 Recomm
Output	Number of respondents who receive services from a family peer support navigator	132	132	280	288	
Output	Percent of hearings where client and attorney spoke at least once prior to the day of the hearing	70%	70%	80%	75%	
Outcome	Average reduction in time to reunification for children whose parent, guardian or custodian received interdisciplinary legal services from a family peer support navigator or licensed master social worker compared to those whose parent, guardian or custodian did not receive these services	7%	7%	7%	Discont	
Outcome	Percent of children whose parent receives interdisciplinary legal services and who are safely maintained in the reunified environment for twelve months following reunification, excluding children who are reunified due to dismissal based on a procedural failure	New	New	New	80%	
Outcome	Percent of children whose parent receives interdisciplinary legal services and who have a permanency plan of reunification at the start of a twelve-month period who successfully reunify or begin a trial home visit during those twelve months	New	New	New	30%	
Outcome	Average percent reduction in time to permanency for children whose parent, guardian or custodian received interdisciplinary legal services from a family peer support navigator or licensed master social worker compared to those whose parent, guardian or custodian did not receive these services	New	New	New	7.0%	

STRATEGIC PLAN

FY28 – FY32

OFFICE OF FAMILY
REPRESENTATION AND ADVOCACY
Improving lives through outstanding advocacy

Welcome to OFRA

The New Mexico Legislature created the Office of Family Representation and Advocacy (OFRA) because it recognized the fundamental importance of family relationships, the high-stakes families face in the child and family welfare system, and the impact that high-quality legal representation can make by:

- Protecting due process and procedural fairness, and
- Improving judicial decision-making by providing the court with accurate, timely, and complete information about children, youth, and parents – including the views and voices of the parties themselves.

OFRA's statute mandates a centralized, independent office aimed at improving child and family outcomes through interdisciplinary legal teams that provide both legal advocacy and access to concrete support. OFRA's strategic goals for the next four years focus on developing the infrastructure necessary to fulfill this mandate.

Our Purpose

To protect child/youth safety and well-being while safeguarding family relationships and due process through high-quality legal representation.

Our Goal

To hear families, respect their cultures and their choices, and to provide interdisciplinary advocacy that creates the best possible outcome for children/youth and their families.

Our Commitment

OFRA is committed to strengths-based advocacy and representation. We understand that children/youth and families do best when their unique strengths are recognized, they define their own needs, and their self-defined interests drive the representation and service they receive.

Our Future

FY28 – FY32 Strategic Goals

Client-Centered, High-Quality Legal Representation 	**Strategic Goal 1:** OFRA's legal teams deliver high-quality legal services that protect due process, enhance client engagement, and promote the best outcome for their clients, whether they are children, youth, parents, or young adults. **Objective 1.1:** OFRA's legal teams have the administrative and litigation support needed to deliver high-quality legal services. **Objective 1.2:** OFRA's legal teams receive the training and professional development needed to deliver trauma-informed legal services aligned with Cornerstone Advocacy. **Objective 1.3:** OFRA operates five (legislatively mandated) regional offices that support the staff and contractor levels necessary to implement best practice caseload standards for attorneys, behavioral health specialists, and family peer support navigators. **Objective 1.4:** OFRA implements and maintains a responsive case management system that facilitates consistent and accurate documentation essential for delivering high-quality legal services.
Data-Driven Decision Making 	**Strategic Goal 2:** OFRA collects and uses relevant, reliable, and actionable data that supports program implementation and improvement and enhances community understanding of our role and impact on the child and family welfare system. **Objective 2.1:** OFRA conducts continuous quality improvement strategies that monitor the quality of services we provide and the efficacy of our practice model implementation. **Objective 2.2:** OFRA maintains a consistent, responsive client and stakeholder service system that provides opportunities for meaningful engagement, input, and feedback. **Objective 2.3**: OFRA implements and maintains a responsive case management system that captures reliable and relevant data needed to inform strategic, administrative, fiscal, and programmatic decisions.

Organizational Excellence	**Strategic Goal 3:** OFRA has efficient and effective fiscal, human resource, and constituent services systems, regional offices, and information technology infrastructures to perform critical job functions and duties. **Objective 3.1:** OFRA recruits and retains a highly-skilled, passionate, and dedicated workforce – including staff and contractors. **Objective 3.2:** OFRA provides a culture of respect, support, and accountability that encourages staff to grow and develop in an engaging and collaborative environment. **Objective 3.3:** OFRA employs effective mechanisms for support and accountability for contract attorneys that promote effective implementation of Cornerstone Advocacy and Interdisciplinary Legal Teams. **Objective 3.4:** OFRA implements and maintains a responsive case management system to enhance overall organizational performance, effectiveness, and ability to innovate while adapting to evolving needs.

OFFICE OF FAMILY
REPRESENTATION AND ADVOCACY
Improving lives through outstanding advocacy

Fiscal Year 2028
Office of Family Representation and Advocacy
IT STRATEGIC PLAN
September 2026

Tim Struck
Chief Information Officer

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EXECUTIVE SUMMARY

The New Mexico Legislature created the Office of Family Representation and Advocacy (OFRA) in 2022 via the Family Representation and Advocacy Act (HB46). The Act created OFRA as an independent adjunct agency in the Executive Branch. OFRA's statute mandates a centralized, independent office aimed at improving child and family outcomes through interdisciplinary legal teams that provide both legal advocacy and access to concrete supports.

The agency provides high-quality legal representation and advocacy for New Mexico families in the child abuse and neglect system by employing Interdisciplinary Legal Teams (IDLTs) consisting of a lawyer, a social worker, and a peer navigator to advocate for children and families. These teams help children and families access resources, services, and support they need to stay together safely whenever possible.

OFRA established an Information Technology Services (ITS) team to provide technology services and support to enhance the overall efficiency, mission, and vision of the agency. The ITS team continues to develop and implement a governance structure, refining and implementing Information Technology (IT) policies and procedures, and defining the infrastructure backbone to align with OFRA's strategic goals.

Specifically, these areas of focus consist of, but are not limited to:

- Governance and Accountability
- Data Security and Privacy
- IT Processes
- Employee Onboarding and Offboarding
- Enterprise Architecture
- Disaster Recovery
- Application Integration
- Business Continuity

The highest technology priority in FY28 is to obtain funding to implement a comprehensive Legal Case Management System (LCMS) that allows for the secure management of confidential case and client data. The implementation of an LCMS is needed to ensure that all client and case data is stored in a singular and secure data repository, eliminating the need for physical files and multiple spreadsheets. Additionally, this will allow OFRA staff to access case history, contact information, deadlines, and documents in a single system. From standardizing workflow processes to ensuring compliance and consistency across cases, a single repository allows for enhanced reporting and analytics, bolstering the accuracy of performance measures. The benefits to the OFRA constituents and staff are realized in elimination of manual processes, reduction in time that OFRA staff spend navigating cases tracked in disparate spreadsheets and allows saved time and resources to be applied to legal strategy and constituent services.

Additionally, OFRA continues planning a statewide office expansion, with continuing on-site selection and infrastructure planning of a secondary location in Las Cruces, NM for FY28. Funding will be requested in future fiscal years to meet the statutory requirement to have 5 total offices across the state.

Infrastructure refinements for the newly opened Albuquerque, NM location at 500 Marquette Avenue NW were completed successfully in FY26.

I. AGENCY OVERVIEW

A. AGENCY PURPOSE AND MISSION

The purpose of the Office of Family Representation and Advocacy (OFRA) is to protect child safety and well-being while safeguarding family relationships and ensuring due process through high-quality interdisciplinary legal representation. The Mission of OFRA is “To hear families, respect their culture and their choices, and provide the interdisciplinary advocacy needed to create the best possible outcomes for children and their families. With humility, respect, and compassion, OFRA promotes diversity, equity, inclusion, and belonging for all whose lives we touch.”

The ITS team is responsible for identifying, vetting, and implementing IT solutions that support OFRAs mission, ensuring that OFRA staff and constituents are supported with systems that allow OFRA leadership to make data driven informed decisions.

B. AGENCY BUSINESS GOALS

OFRA was created to address longstanding structural and systemic weaknesses in New Mexico’s previous model of legal representation and to improve long-term outcomes for children and their families – such as increasing rates of safe reunification and resolving cases more efficiently, including through alternative permanency options when reunification is not possible.

To achieve these goals, OFRA adopted a practice model with proven results. The model includes Cornerstone Advocacy, interdisciplinary legal teams (IDLTs), and litigation support (including interpreters, translators, experts, investigators, and paralegals). OFRA provides high-quality legal representation and advocacy for New Mexico families in the child abuse and neglect system through the provision of IDLTs to advocate and help children and families successfully access the resources, services, and concrete support they need to stay together safely whenever possible.

C. SUPPORT FOR AGENCY VISION

The ITS team provides and supports IT platforms that enable OFRA to effectively manage and help children and families access services and concrete support to help them achieve their goals. ITS continues to establish operational plans, technology roadmaps, resources and technology investments that support the goals outlined in OFRA's agency strategic plan by developing IT processes that implement Information Technology Infrastructure Library (ITIL) methodologies for processes and procedures. Additionally, the ITS team strives to deliver IT services that align with the Department of Information Technology (DoIT) strategic goals by leveraging current cloud-based solutions and hosting, and other emerging technologies, including the responsible use of AI. ITS provides collaborative leadership and support for OFRA staff and constituents.

D. AGENCY BUSINESS PRIORITIES AND PRIORITY CHANGES

OFRA is comprised of three divisions: Administrative Services, Legal Services, and Interdisciplinary Services. At the start of FY27 (July 1, 2026), OFRA employed 31 full-time employees (FTEs) and maintains contracts with attorneys throughout the state to provide legal representation for all parents/custodians, children, youth and eligible adults across New Mexico. As a growing and relatively new state agency, OFRA will continue to expand staffing as budget permits.

OFRA's FY28 goals include the potential launch of an office in Las Cruces, expanding administrative staff to support the critical infrastructure of the organization, and expanding interdisciplinary legal services for clients to include additional full-time attorneys, peer navigators, and social workers. IT resources will include wired and wireless infrastructure to support this expansion, while maintaining a mobile-first workforce capable of meeting clients where they are. With the primary focus on identifying and procuring a cloud-based Legal Case Management System, OFRA will continue to leverage the tools that are part of the DoIT supported Microsoft 365 (M365) family of products and services, with a focus on unified system management and streamlined deployment across various physical locations.

E. AGENCY ACCOMPLISHMENT, GOALS, AND CHALLENGES

In FY 26, OFRA achieved some major milestones and goals:

- OFRA successfully moved into its first physical location and agency headquarters in Albuquerque, NM at 500 Marquette Ave NW
- Focused hiring expanded FTE to approximately 30, which represented a major milestone for the agency
- Creation of agency-wide policies was a major focus along with the setup of an agency help desk system, enrollment in the Microsoft 365 platforms (EntraID, Defender, Intune).
- Enrollment in Cybersecurity platforms to bolster agency IT security (Securin, Trust Cloud) as well as coordinated penetration testing, and implementation of in-house system configurations, bolstered by support from the DoIT.
- Through a staff augmentation contract, an IT Business Analyst (IT BA) was onboarded to assist in creation of a RFI for the legal case management system. Additionally, the IT BA did a full business analysis and requirements gathering exercise to ensure OFRA is prepared to release an RFP once funding for the legal CMS is obtained.

As a newly formed adjunct agency, OFRA has identified challenges and risks:

- Funding and identifying new physical locations
- Funding and implementing a new legal CMS
- Expansion of critical staff needed to support the agency mission

II. IT ENVIRONMENT

1. Major Applications

OFRA ITS employes several major applications that support its mission and functions:

- M365 Platform Tools (Office, Intune, SharePoint, EntraID)
- Video conferencing tools (Teams, Zoom)

2. Infrastructure

OFRA currently has a limited infrastructure, which is supported by the OFRA ITS team in conjunction with the DoIT.

- Network consisting of a core firewall, switches and Wireless Access Points (WAPs) connected back to the NM state / DoIT core
- M365 management (Azure/EntraID/Intune) allows ITS to manage our environment with services designed exclusively for the cloud.

3. Security

OFRA ITS continues to mature its security strategy. The following tools are leveraged to ensure a solid security posture.

- Microsoft Intune to manage devices (laptops, smartphones, tablets).
- Microsoft Defender to monitor viruses, malware, and potentially malicious websites.
- Securin monitors and provides attack surface management, vulnerability intelligence and exposure validation.
- TrustCloud provides automated governance, risk and compliance.

The resources above are provided as part of an overall support and cybersecurity strategy provided and bolstered by DoIT.

OFRA ITS is actively working with OFRA leadership to develop a comprehensive data retention policy and controls. The CIO is currently acting in the capacity of Chief Information Security Officer (CISO). There are currently no plans to hire a full-time CISO in FY28.

4. Agency IT Certified Projects

Currently, OFRA does not have any IT certified projects.

5. Workforce

A. Full Time IT Employees

OFRA currently has two authorized FTE dedicated to IT, including the CIO and a System Administrator. Both positions are currently filled.

Classification	Positions Filled	Positions Vacant
FTE	2	0

B. Percentage of IT Full-Time Employees Teleworking, In the Office, or a Hybrid Schedule

[Provide the percentage of Full-Time employees currently teleworking, working in the office, or a combination of both/hybrid schedule by using the Table below.]

Teleworking (%)	Working in the Office (%)	Hybrid Schedule (%)
0%	50%	50%

C. IT Professional Services Contractors

OFRA currently has an active professional services contract with Real Time Solutions (RTS) to provide website hosting and maintenance. Additionally, OFRA has an active professional services contract with Tek Systems for staff augmentation, primarily for our IT Business Analyst (IT BA) role.

Service Category	Contract Vendor Name	Number of Contract Personnel
Website hosting and maintenance	Real Time Solutions (RTS)	1
Staff Augmentation- IT Business Analyst	TEK Systems	1

6. Challenges

No.	Agency IT Challenge Description	Potential Opportunities to Address the IT Challenge Description
1	The Administrative Office of the Courts provided a software solution for legal case management, LegalServer. Unfortunately, due to the limitations of the LegalServer software, the application did not meet the business needs of the OFRA staff. OFRA has been challenged with finding a new solution that will meet our business needs. The RFI that was conducted in FY 26 was the first step to identifying a solution that will satisfy and meet the business needs to comply with data reporting required by NM statute.	A professional services contract was established for Staff augmentation via TEK Systems for an IT Business Analyst. The IT BA helped gather and document detailed business processes and requirements that were used to publish a Request for Information in FY26. Subsequently, the IT BA will assist with the FY 28 C2 Funding request for a legal case management software project and RFP for product selection.

III. KEY ACCOMPLISHMENTS – PRIOR FISCAL YEARS

FY 26 was the first year OFRA established its physical presence at a headquarters location in Albuquerque NM. This milestone was the first of many for OFRA as newly established adjunct agency. The strategic goals defined in the tables below will continue to grow the IT infrastructure for OFRA.

STRATEGIC PRIORITY 1 – Critical Software and Instructure	
Goal Statement: Software is deployed that supports OFRA's achievement of its mission and purpose, including ensuring our ability to report on outcomes and impact for the families and children we serve.	
FY26 Strategy 1	**Complete analysis, requirements gathering and interface design for new OFRA Family Legal Case Management system**
Outcomes/Metrics	Work with contracted IT Business Analyst to analyze and document the functional specifications for a legal case management system. Identify cross-agency interfaces for the new system that support business needs, including case-level data collection that allows for maximum security and confidentiality (system must include firewalls between the multiple assigned attorneys and interdisciplinary services team involved in a single case with multiple participants) and ensure data captured will satisfy statutorily defined reporting on outputs and outcomes.
Status	Completed. Process has been documented and software requirements completed. RFI was published in May 2026. Three (3) responses received from the RFI. As of the release of this IT Strategic Plan, 2 of the 3 vendors have provided demonstrations.
FY26 Strategy 2	**Prepare a Computer System Enhancement Fund (C2) request to request funding for implementation of a Legal Case Management System**.
Outcomes/Metrics	OFRA has completed an RFI related to the legal CMS in FY26. In FY 27, OFRA will submit a FY 28 C2 funding request for the legal CMS system.
Status	FY 28 C2 funding request is in process for submission.
FY26 Strategy 3	**Expand network services and support for new building infrastructure (post building RFPs)**
Outcomes/Metrics	Ensure network and security capabilities are expanded to new OFRA locations as they are established. The capabilities and security of the network will meet the needs of bandwidth required to support a 100% cloud-based infrastructure.
Status	Pending funding.

FY26 Strategy 4	**Implement enhanced security of OFRA phones and tablets. enrolled in Microsoft Intune**
Outcomes/Metrics	Enroll 100% of OFRA laptops, tablets and phones in Microsoft Intune to implement encryption, password requirements, and remote wipe capabilities
Status	Partially completed. iPhones cannot be enrolled. Reviewing potential solution via Verizon MDM solution to ensure all smartphones are managed. Currently all OFRA windows devices and majority of Android devices are enrolled. ITS team is developing a plan to enroll remaining Android devices to ensure data needed is preserved before enrollment causes factory reset / wipe of phone.
FY26 Strategy 5	**Develop enhanced disaster recovery (DR) capabilities**
Outcomes/Metrics	Develop and implement an enhanced DR plan that ensures critical systems can be quickly restored after a disaster to minimize downtime. Regular backups and recovery processes protect OFRA against data loss, ensuring that all information can be restored.
Status	In process. Estimated completion end of FY 27.

STRATEGIC PRIORITY 2 – Staff Training and Education	
OFRA staff are educated to fully understand and utilize technology solutions that promote our ability to achieve our mission and goals.	
FY26 Strategy 1	**Procure and implement IT training and certifications through third party provider for Agency staff.**
Outcomes/Metrics	Improved staff knowledge and effective use of Microsoft and other software-based tools used in the agency to maximize efficiency and collaboration.
Status	Not completed – budget did not allow for official certifications but will be reviewed again in FY27 and FY28.
FY26 Strategy 2	**Create quick guides for software currently in use by OFRA staff.**
Outcomes/Metrics	Creation of user-friendly documents for SharePoint, OneDrive, etc., to increase OFRA's staff ability to effectively utilize these platforms.
Status	Several quick guides were completed and training/guide creation will be ongoing.

A. OTHER KEY IT ACCOMPLISHMENTS – PRIOR FISCAL YEARS

APPLICATION	
Accomplishment	ITS Built an internal issue tracking system for building issues so staff can report problems at 500 Marquette and management can have visibility into landlord process and resolution of issues.
Value or Impact	Streamlined reporting process for staff and follow up by management.
DATA	
Accomplishment	Data Classification of data was begun as well as training in Microsoft Purview.
Value or Impact	Enable more formal data classifications and protections for the agency.
PROCESS IMPROVEMENT	
Accomplishment	Formalized onboarding and offboarding system for OFRA staff.
Value or Impact	Reduced time to onboard and offboard employees and implemented a tracker via our help desk process to ensure timeliness and efficiency.
WORKFORCE	
Accomplishments	Implemented an agency-wide time off tracking system.
Value or Impact	Ensure management team and staff have visibility into time off, time off approval and scheduling.
CUSTOMER SERVICE	
Accomplishments	Ensured compliance with web standard WCAG 2.1 AA for ADA compliance of https://www.ofra.nm.gov/
Value or Impact	External-facing Agency website can be accessed by constituents with special needs.
TELEWORK	
Accomplishments	The agency has implemented a hybrid work schedule policy, which is supported by IT.
Value or Impact	Supports employee morale, retention and efficiency.
SECURITY	
Accomplishments	Completed FY26 Information Technology & Cybersecurity Governance, Risk and Compliance (GRC) assessment.
Value or Impact	Ensure the agency security posture is in line with laws, rules, and industry best practices to reduce the risk of a cyber-attack.

IV. FY28 IT STRATEGIC GOALS AND STRATEGIES

Agency specific goals are in development; the priorities and strategies may change prior to final submission.

STRATEGIC PRIORITY 1 – Identify and deploy software platforms	
Goal Statement: Identify, procure and deploy software platforms that support the OFRA mission and purpose. Platforms will ensure compliance with data reporting and enhance the service quality of case management and outcomes for NM children and families.	
Strategy 1	**Complete review of RFI responses for the legal CMS in preparation for FY28 Computer System Enhancement Fund (C2) request.**
Outcomes/Metrics	Finalize review of remaining RFI responses for legal CMS. Update business analysis and requirements documents created for legal CMS, based on outcomes from RFI presentations.
Strategy 2	**Create FY 28 Computer System Enhancement (C2) funding request for legal CMS**
Outcomes/Metrics	Submit C2 request and obtain approval / funding to procure legal CMS
Strategy 3	**Create RFP for legal CMS selection process.**
Outcomes/Metrics	Create formal RFP documents to identify potential solutions for legal CMS.
Strategy 4	**Expand network services and support for new building infrastructure for additional OFRA locations.**
Outcomes/Metrics	Coordinate and collaborate with the DoIT to ensure network capabilities and security meet the needs of expanding IT services to new OFRA office locations, once they are identified and secured.

STRATEGIC PRIORITY 2 – Automate manual processes to support OFRA office management	
Goal Statement: Identify solutions to enhance the overall OFRA office management functions.	
Strategy 1	**Utilizing tools available via the M365 platform, develop tools to automate manual processes for managing the office / staff.**
Outcomes/Metrics	Improved capture of data as it relates to Attorney CLEs and /or legal staff training and certifications to ensure compliance with statutory / licensing requirements and a streamlined reporting system.

STRATEGIC PRIORITY 3 – Website update for contract staff attorneys and OFRA oversight commission	
Goal Statement – Update the current website to include a section specific for OFRA contract attorneys and OFRA oversight commission.	
Strategy 1	**Create a portal for contract attorneys to provide access to needed resources in an organized fashion, to ensure best outcomes for clients.**
Outcomes/Metrics	Ensure all available resources needed by contract attorneys are available to them in a secure, well-organized portal off the public website.
Strategy 2	**Create resources and contact forms for OFRA oversight commission**
Outcomes/Metrics	Develop a contact form for OFRA oversight commission to allow the public to contact them in their role as commissioners.

V. IT FISCAL AND BUDGET MANAGEMENT

To be added later – cut and paste from official template

ormation Technology (IT) Operating Budget (C1)

n the embedded spreadsheet and add the required information. Before exiting the spreadsheet, please make sure to up. Otherwise, the entries of this table will not be fully previewed.) ☐

	Agency Code	
Representation and Advocacy (OFRA)	68000	
of IT. Check one of the options below:	**Flat Budget**	**Expansion from previous year**
	No	Yes

Revenue IT Base Budget (dollars in thousands)

FY24 Actual	**FY25 Actual**	**FY26 OpBud**	**FY27 Request**	**FY28 Estimate**
91.1	196.1	327.3	436.6	487.0
0.0	0.0	0.0	0.0	0.0
37.2	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0
128.3	**196.1**	**327.3**	**436.6**	**487.0**

Expenditure Categories *(dollars in thousands)*

FY24 Actual	**FY25 Actual**	**FY26 OpBud**	**FY27 Request**	**FY28 Estimate**
87.0	177.8	321.6	254.2	301.0
14.0	11.3	0.0	35.8	36.5
27.3	7.0	95.7	146.6	149.5
0.0	0.0	0.0	0.0	0.0
128.3	**196.1**	**417.3**	**436.6**	**487.0**

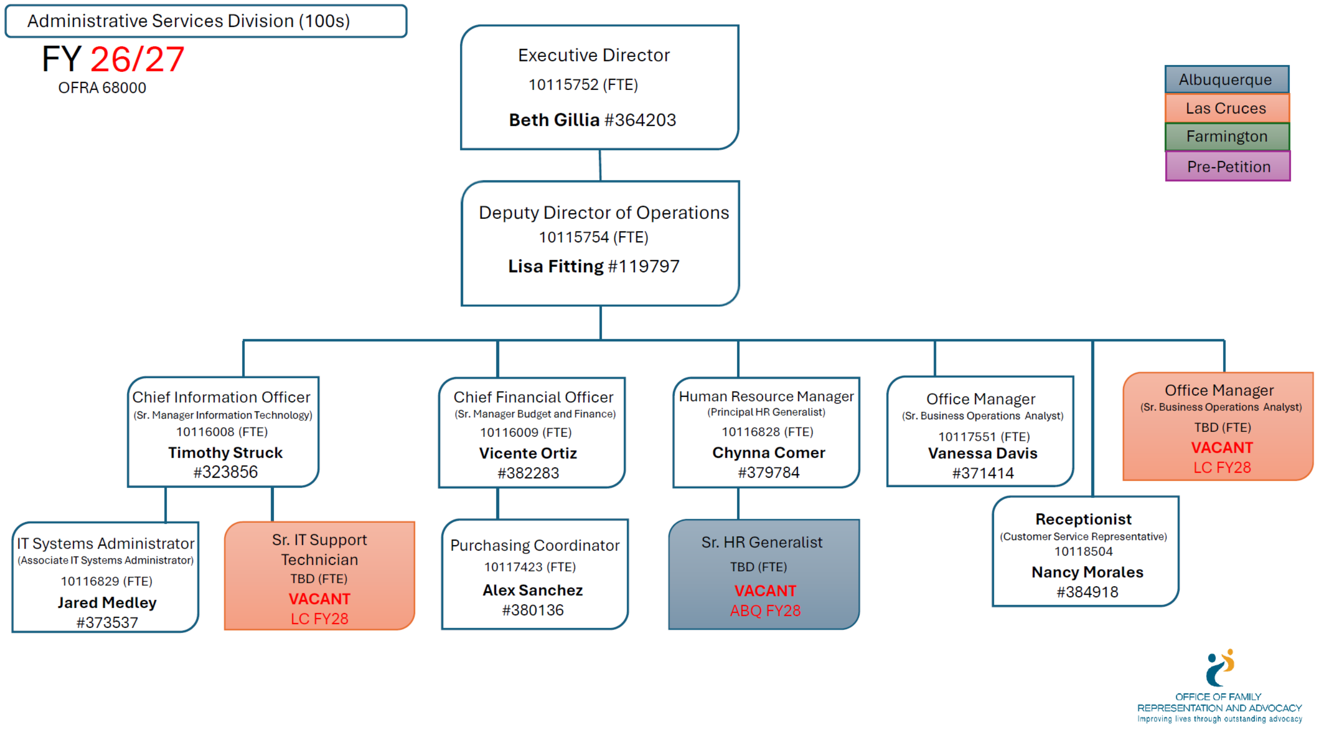
Print Name	**Phone**	**Email Address**	**Date**
Beth Gillia	505-231-9864	beth.gillia@ofra.nm.gov	9/1/2026
Tim Struck	505-531-7791	tim.struck@ofra.nm.gov	9/1/2026
Vicente Ortiz	505-525-8871	vicente.ortiz@ofra.nm.gov	9/1/2026

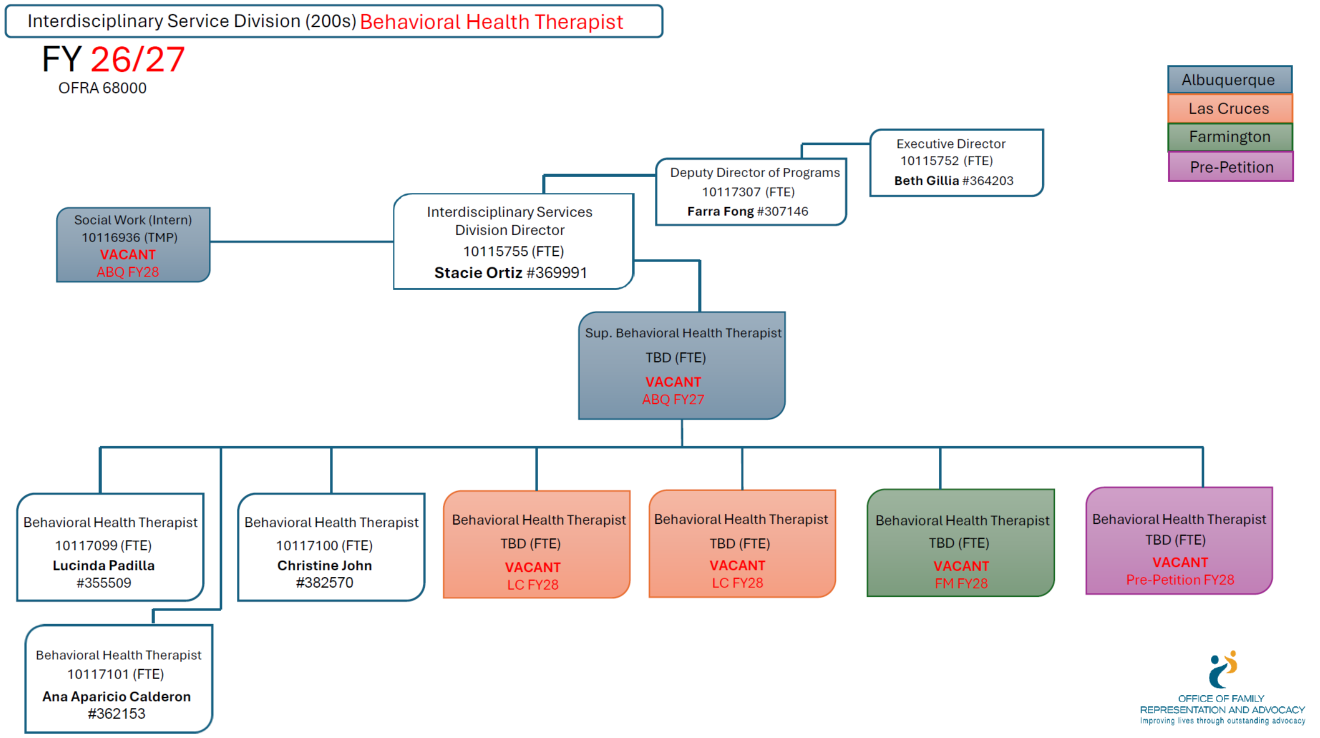
Agency Cabinet Secretary/Director Signature ________________________________

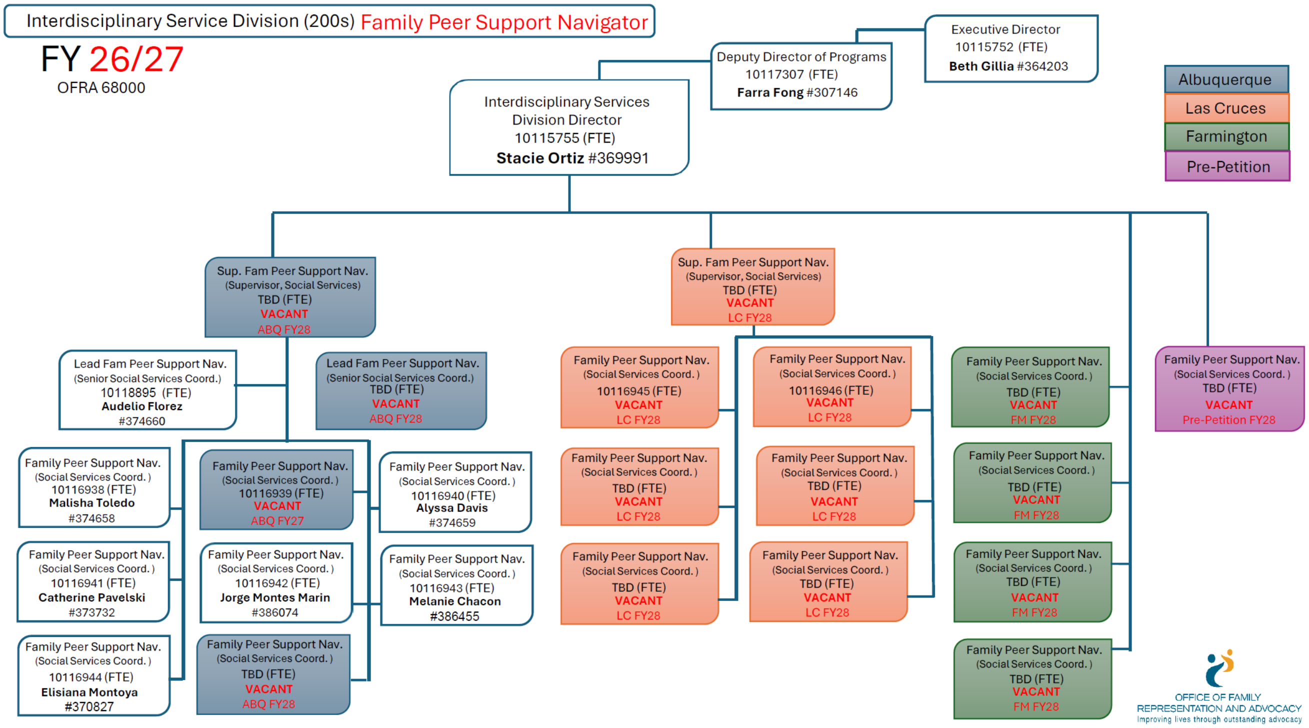
Chief Information Officer/IT Lead Signature ________________________________

Chief Financial Officer Signature ________________________________

APPENDIX A-I: AGENCY ORGANIZATION CHARTS







Interdisciplinary Service Division (200s) Family Peer Support Navigator

FY 26/27
OFRA 68000

Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

Interdisciplinary Services
Division Director
10115755 (FTE)
Stacie Ortiz #369991

Albuquerque
Las Cruces
Farmington
Pre-Petition

Sup. Fam Peer Support Nav.
(Supervisor, Social Services)
TBD (FTE)
VACANT
ABQ FY28

Lead Fam Peer Support Nav.
(Senior Social Services Coord.)
10118895 (FTE)
Audelio Florez
#374660

Lead Fam Peer Support Nav.
(Senior Social Services Coord.)
TBD (FTE)
VACANT
ABQ FY28

Family Peer Support Nav.
(Social Services Coord.)
10116938 (FTE)
Malisha Toledo
#374658

Family Peer Support Nav.
(Social Services Coord.)
10116939 (FTE)
VACANT
ABQ FY27

Family Peer Support Nav.
(Social Services Coord.)
10116940 (FTE)
Alyssa Davis
#374659

Family Peer Support Nav.
(Social Services Coord.)
10116941 (FTE)
Catherine Pavelski
#373732

Family Peer Support Nav.
(Social Services Coord.)
10116942 (FTE)
Jorge Montes Marin
#386074

Family Peer Support Nav.
(Social Services Coord.)
10116943 (FTE)
Melanie Chacon
#386455

Family Peer Support Nav.
(Social Services Coord.)
10116944 (FTE)
Elisiana Montoya
#370827

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
ABQ FY28

Sup. Fam Peer Support Nav.
(Supervisor, Social Services)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
10116945 (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
10116946 (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
LC FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
FM FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
FM FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
FM FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
FM FY28

Family Peer Support Nav.
(Social Services Coord.)
TBD (FTE)
VACANT
Pre-Petition FY28

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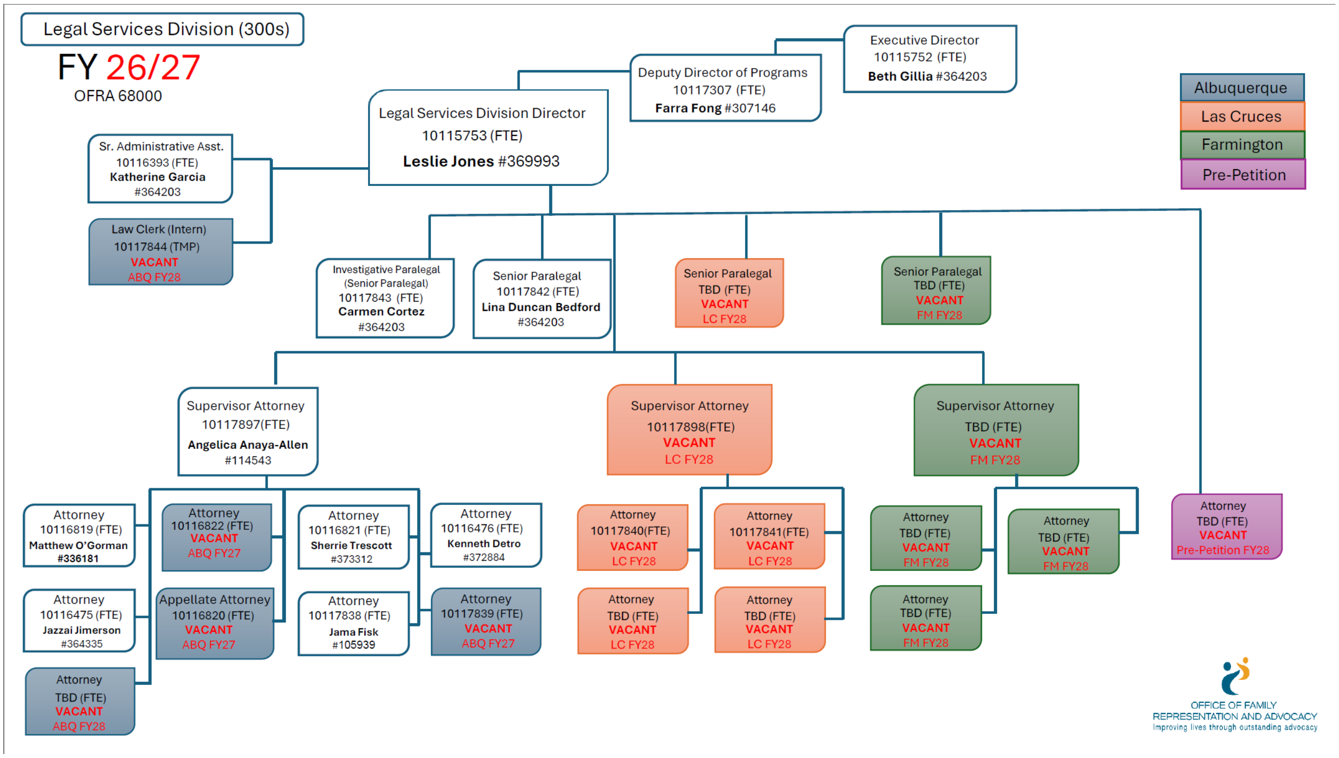

Legal Services Division (300s)

FY 26/27
OFRA 68000

Executive Director
10115752 (FTE)
Beth Gillia #364203

Deputy Director of Programs
10117307 (FTE)
Farra Fong #307146

Legal Services Division Director
10115753 (FTE)
Leslie Jones #369993

Albuquerque
Las Cruces
Farmington
Pre-Petition

Sr. Administrative Asst.
10116393 (FTE)
Katherine Garcia
#364203

Law Clerk (Intern)
10117844 (TMP)
VACANT
ABQ FY28

Investigative Paralegal
(Senior Paralegal)
10117843 (FTE)
Carmen Cortez
#364203

Senior Paralegal
10117842 (FTE)
Lina Duncan Bedford
#364203

Senior Paralegal
TBD (FTE)
VACANT
LC FY28

Senior Paralegal
TBD (FTE)
VACANT
FM FY28

Supervisor Attorney
10117897(FTE)
Angelica Anaya-Allen
#114543

Attorney
10116819 (FTE)
Matthew O'Gorman
#336181

Attorney
10116822 (FTE)
VACANT
ABQ FY27

Attorney
10116821 (FTE)
Sherrie Trescott
#373312

Attorney
10116476 (FTE)
Kenneth Detro
#372884

Attorney
10116475 (FTE)
Jazzai Jimerson
#364335

Appellate Attorney
10116820 (FTE)
VACANT
ABQ FY27

Attorney
10117838 (FTE)
Jama Fisk
#105939

Attorney
10117839 (FTE)
VACANT
ABQ FY27

Attorney
TBD (FTE)
VACANT
ABQ FY28

Supervisor Attorney
10117898(FTE)
VACANT
LC FY28

Attorney
10117840(FTE)
VACANT
LC FY28

Attorney
10117841(FTE)
VACANT
LC FY28

Attorney
TBD (FTE)
VACANT
LC FY28

Attorney
TBD (FTE)
VACANT
LC FY28

Supervisor Attorney
TBD (FTE)
VACANT
FM FY28

Attorney
TBD (FTE)
VACANT
FM FY28

Attorney
TBD (FTE)
VACANT
FM FY28

Attorney
TBD (FTE)
VACANT
FM FY28

Attorney
TBD (FTE)
VACANT
Pre-Petition FY28

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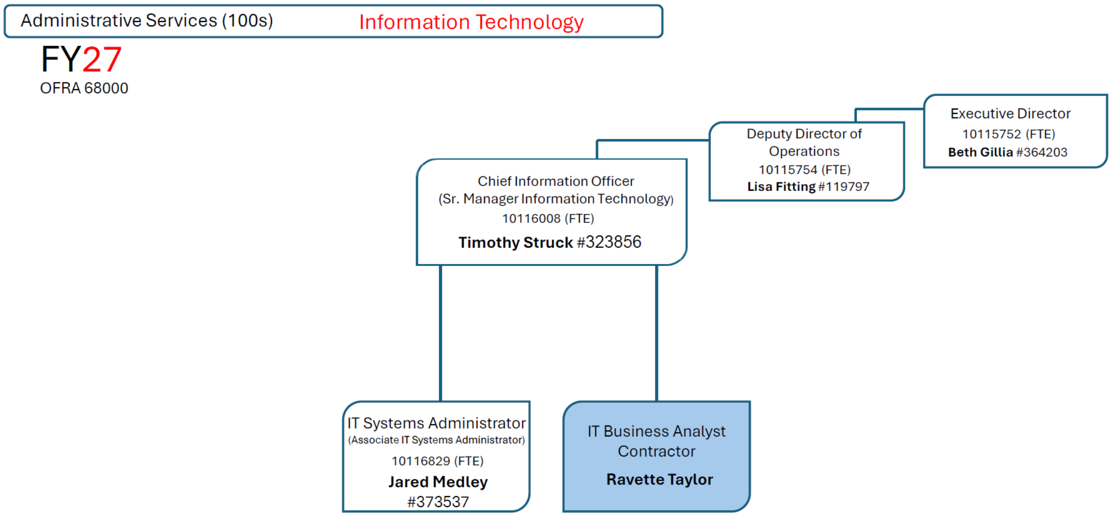
APPENDIX A-II: IT ORGANIZATION CHART



OFFICE OF FAMILY
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Fiscal Year 28
Information Technology Funding (C2) Request
Full Business Case

Tim Struck
Chief Information Officer

Updated: September 1, 2026

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I. Executive Summary

Proposed Project Description: The Office of Family Representation and Advocacy (OFRA) requests $3,000,000 in FY28 Computer Systems Enhancement Fund (C2) funding to procure and implement a Software as a Service (SaaS) Legal Case Management System (LCMS). The system will replace manual, spreadsheet driven processes with a centralized, secure platform that supports case management, workflow automation, document handling, reporting, and analytics.

Business Need/Problem: OFRA's current case-tracking methods rely on spreadsheets, email, and physical files, resulting in high administrative burden, limited operational visibility, and challenges protecting confidential information. These inefficiencies reduce the time attorneys can devote to legal representation and contribute to constituent concerns regarding responsiveness. A centralized LCMS is necessary to ensure accurate, timely case management and compliance with statutory reporting requirements.

Value and Benefits: The LCMS will eliminate manual processes, centralize and secure case data, strengthen reporting capabilities, standardize business workflows, and improve overall operational efficiency. Reduced administrative effort will allow attorneys and staff to dedicate more time to legal strategy and client service, improving agency performance and constituent experience.

Project Objectives: Implement a centralized LCMS to streamline case management, automate key workflows, enhance reporting, and strengthen protection of confidential information. The system will automate tracking of hearings, deadlines, court dates, and other case milestones using configurable workflows and notifications. Eliminating spreadsheet and paper-based tracking will reduce missed deadlines, improve compliance, and ensure staff have timely access to accurate case information. Integrated billing functions will reduce workload for contract attorneys and improve billing accuracy.

Alignment with the IT Strategic Plan: The project aligns with OFRA's IT Strategic Plan by modernizing business operations, advancing secure service delivery, strengthening data governance and cybersecurity, and leveraging cloud-based solutions that support the agency's long-term strategic objectives.

Proposed Agency General Appropriation Act (GAA) Language: The Office of Family Representation and Advocacy requests FY28 C2 appropriations to procure and implement a SaaS Legal Case Management System that modernizes legal operations, enhances case management and reporting capabilities, and supports secure, statewide delivery of legal services.

II. Project Background

Project Description:

1. **Detailed Project Description:** OFRA is seeking to modernize its legal case management operations through the procurement and implementation of a SaaS Legal Case Management System (LCMS). The project will replace the manual, paper-based, and disconnected business processes with an integrated solution designed to support the agency's legal operations from case intake through case closure.

   The proposed solution will provide secure centralized case management, workflow automation, document management, calendaring, task management, reporting, dashboards, and role-based security. This will improve collaboration among attorneys, social workers, investigators, supervisors, and administrative staff while reducing manual effort and improving the accuracy, consistency, and accessibility of case information.

   Prior to developing this funding request, OFRA completed a comprehensive business analysis that included stakeholder interviews, current-state process mapping, future-state workflow design, business requirements documentation, a Request for Information (RFI), vendor demonstrations, and a comparative evaluation of potential commercial solutions. The proposed project builds upon this planning effort and positions the agency to move into the formal procurement and implementation phases.

2. **Type of Project: New Solution:** The project will implement OFRA's first enterprise Legal CMS employing a SaaS platform to support and modernize the agency's legal case management operations.

3. **Technology Type:** Software as a Service (SaaS).

4. **Mission Critical Application:** This request supports our FY28 Agency IT Strategic Plan, Section IV, Strategic Priority 1, Strategy 3 to seek funding to implement the agency's first Legal CMS.

5. **Services Required (Non-Recurring Costs):** The proposed project will require procurement of a SaaS platform. The non-recurring costs will include professional services for initiation, planning, implementation, testing, and customizations that may be needed to meet all platform requirements set forth by OFRA.

   a. **Is the system being considered a hosted solution?**

   Yes. The proposed solution is anticipated to be a cloud-hosted Software-as-a-Service (SaaS) platform.

   b. **Professional Services (Non-Recurring costs)**

   Professional services will be required throughout the project, from initiation and planning to implementation and closeout. The selected platform provider will be required to provide project management, business analysis solution configuration, implementation services, data migration, workflow configuration, testing support, user acceptance testing (UAT), training, and deployment assistance. In addition, Independent Verification and Validation (IV&V) will be employed to ensure project success.

c. Hardware Description (Non-Recurring Costs):

No agency-owned hardware purchases are anticipated. The proposed SaaS solution will be vendor hosted and accessible through existing agency workstations and network infrastructure.

d. Software Licenses (Non-Recurring Costs):

The project includes the acquisition of enterprise software licensing for approximately 150 users, including staff and contract attorneys, legal support staff, peer navigators, social workers, investigators, supervisors, and administrative staff.

e. Training Description (Non-Recurring Costs):

Training services will include administrator training, end-user training, train-the-trainer sessions, and development of user documentation to support system adoption.

f. Compliance and Security Description (Non-Recurring Costs):

The solution will comply with State of New Mexico and where applicable, Federal cybersecurity, privacy, accessibility, records retention, and information security requirements. Security activities may include role-based access controls, audit logging, encryption, and security assessments as required.

g. Facilities Description (Non-Recurring Costs):

No additional facilities are anticipated. The cloud-hosted solution will utilize existing office space and technology infrastructure.

h. FTE Personnel Services Description (Non-Recurring Costs):

A contract Project Manager (PM) and Business Analyst (BA), which will be pivotal in ensuring the project's success will be included as part of the project.

i. Estimated Start Date: August 2027

j. Estimate End Date: June 2028

k. Partial Project Funding Feasibility:

   i. No. OFRA currently employes manual processes to collect and manage case information, which includes spreadsheets, emails and physical files. An enterprise system is needed to ensure a full realization of a secure single repository to implement standardized workflows and reduction of administrative overhead created with the current processes. Based on the results from a full business and process analysis, OFRA is ready to implement a system, which feasibly will be achieved within a year if funding is awarded.

ii. Partial funding will lead to risks in vendor selection, management, and retention. Project continuity and success are also at risk if full funding is not awarded.

Project History:

Project Funding Request Category:

☒ New Request

☐ Continuation of previously funded

☐ Phased Implementation

☐ Repeat Funding Request (prev. denied)

III. Risks

1. OFRA recognizes that successful implementation of a SaaS Legal Case Management System (LCMS) requires effective project governance, stakeholder engagement, and proactive risk management. The agency will mitigate project risks through established governance, executive sponsorship, regular project status reviews, stakeholder participation throughout the project lifecycle, and formal change management practices. Additional mitigation strategies include comprehensive project planning, phased implementation, user acceptance testing (UAT), end-user training, data validation, and ongoing communication with project stakeholders. These activities are intended to reduce implementation risk, support user adoption, and help ensure the successful delivery of project objectives.
2. The following table provides a quick risk assessment of the proposed project's inherent risks.

Table 6: Risk Assessment for Proposed Solution

Criteria		Risk Score = 1	Risk Score = 2	Risk Score = 3	Score
1	**Estimated project cost**	Less than $250K	$250K - $1M	Greater than $1M	3
2	**Estimated total calendar months before completion**	6 or less	6 to 12	More than 12	2
3	**Number of project team members**	5 or less	6 to 10	More than 10	2
4	**Number of subject matter experts required to execute the project**	3 or less	4 or 5	6 or more	1

5	**Project manager experience level**	3 or more projects of similar scope	1 to 2 projects of similar scope	No prior projects of similar scope	1
6	**Estimated total effort hours**	Less than 500	500 - 1800	More than 1800	3
7	**Number of sites/offices impacted by the project**	1	2 to 5	More than 5	1
8	**Uniqueness of project's technical requirements**	Similar to others in the department	Similar to others, but complex	New and complex	2
9	**Impact of noncompliance with applicable laws and regulations**	None or minimal	Moderate	Significant	3
10	**Impact of 12-month project postponement on existing systems**	Existing systems can compensate with minimal costs	Existing or new systems can compensate with substantial costs	Existing systems must be curtailed because of the lack of proposed project	3
11	**Number of interfaces to existing systems affected**	0	1 to 3	More than 3	2
12	**User requirements definition**	Clearly defined	Somewhat defined, but complex	Very vague and complex	1

Total Risk Score: 24

IV. Scope and Constraints

The following are elements of the project which are in-scope and out-of-scope that are identified to manage trade-offs during execution.

Scope:

Table 7: In Scope

In Scope	Description
Procurement	Conduct a competitive procurement process to select a SaaS LCMS solution.

Project Planning and Management	Execute project governance, planning, scheduling, status reporting, and oversight throughout the project lifecycle.
Solution Configuration and Implementation	Configure and implement the selected SaaS solution to support OFRA's approved business requirements and To-Be business processes.
Business Process Modernization	Standardize and improve legal case management business processes through implementation of the new solution.
Data Migration	Plan, validate, and migrate agreed-upon legacy case data and documents into the new system.
Testing and Validation	Perform system testing, integration testing, UAT, and validation prior to production deployment.
Training and Organizational Change Management	Provide training, user readiness activities, and change management to support successful adoption.
Production Deployment	Deploy the solution into production and transition to operational support.

Table 8: Out of Scope

Out of Scope	Description	Reason Why
Agency Infrastructure Modernization	Replacement or modernization of agency workstations, network infrastructure, or end-user computing devices.	The project focuses on implementing SaaS LCMS and will leverage the agency's existing technology infrastructure.
Non-Legal Business Operations	Business processes and systems unrelated to OFRA's legal case management operations.	The project is focused solely on modernizing legal case management functions and supporting business processes.
Independent Technology Initiatives	Technology projects that are not directly required to implement the LCMS.	Separate technology initiatives will be evaluated, prioritized, and funded independently of this project
Organizational Changes	Changes to OFRA's organizational structure, staffing levels, or agency policies unrelated to system implementation.	The project is intended to support existing business operations through technology modernization and is not intended to redefine the agency's organizational structure.
Functionality Outside Approved Project Scope	New business capabilities identified after project scope approval that are not required	Additional functionality will be evaluated through formal change management and may be considered as future

	to achieve the approved project objectives.	enhancements or subsequent project phases.

Constraints:

Table 9: Constraints

Constraints	
Category	**Description**
Funding Availability	Project activities are contingent upon approval of FY28 C2 funding and the availability of appropriated funds to support procurement, implementation, and ongoing project activities.
Resource Availability	Successful implementation depends on the availability of OFRA leadership, subject matter experts (SMEs), business users, and project team members to participate in requirements validation, configuration, testing, training, and implementation activities while continuing daily operations.
Procurement and contracting	Project timelines are dependent upon completion of the State procurement process, including the Request for Proposal (RFP), vendor evaluation, contract negotiations, and required State approvals.
Regulatory and Security Requirements	The selected solution must comply with applicable State and / or Federal security policies, privacy requirements, records retention requirements, and the protection of Personally Identifiable Information (PII) and other confidential legal information.
Critical Dependencies	Successful implementation depends on timely vendor participation, executive sponsorship, stakeholder engagement, and the availability of external systems required for planned integrations and data exchange.
Data Migration and Data Quality	Migration of existing case information is dependent upon the quality, completeness, and readiness of available data and supporting documentation.
Organizational Change Management	Adoption of the new solution depends on user training, communication, and organizational readiness to transition from manual processes to standardized digital workflows.

V. Industry Method(s) Used to Develop Accurate Cost Estimate

Table 11: C2 Cost Breakdown

No.	METHOD USED	PURPOSE	C2 FUNDING REQUEST ($)
1	Request for Information (RFI)	Gather preliminary information from potential vendors on capabilities, pricing models, and feasibility.	
2	Request for Proposal (RFP)	To solicit comprehensive proposals that include technical solutions, cost breakdowns, and delivery schedules	
3	Market Surveys	Engage vendors through surveys to understand pricing capabilities	
4	Historical Cost Data Analysis	Review past expenditures on similar projects to predict future costs	
5	Interstate Collaboration and Networking	Contact other organizations such as National Association of State Procurement Officials (NASPO), the National Governors Association (NGA), and other industry specific organizations to gather cost data and procurement information. Attend conferences and webinars where states share project outcomes and cost data.	
6	State Specific Agencies	Administrative Office of the District Attorney's Case Management System replacement C2 request (FY23)	$2,567.0
7	Other Method:	Online research and review of other state agencies that implemented a case management system of the size and scope.	$2,700.0

VI. Key Stakeholders

The following table identifies internal and external stakeholders, their project responsibilities and their expected impact on the project's success.

Project Impact Scale:
1 = Low Impact; 2 = Medium Impact; 3 = High Impact

Internal Stakeholders	Department or Agency	Project Responsibilities	Project Impact
Executive Director	OFRA	Provides executive sponsorship, approves project direction and major decisions, secures organizational support, and ensures the project aligns with OFRA's strategic goals.	3
Chief Information Officer (CIO)	OFRA	Provides technology leadership, IT governance, architectural oversight, and ensures the project aligns with State technology standards and enterprise architecture.	3
Business Analyst	OFRA	Provide business expertise, validate requirements, participate in solution configuration reviews, testing, training, and user acceptance.	3
Subject Matter Experts (SMEs)	OFRA	Provide business expertise, validate requirements, participate in solution configuration reviews, testing, training, and user acceptance.	3
End Users	OFRA	Participate in testing and training, provide operational feedback, and utilize the solution to support daily legal case management activities.	2

External Stakeholders	Company or Organization	Project Responsibilities	Project Impact
Department of Information Technology (DoIT)	NM State Agency	Provides C2 oversight, reviews the business case, and oversees project reporting after approval.	2
IV & V	Outside Organization	Provide objective, third party evaluation of the project and platform ensuring all requirements	3

		are met, reduce project risk and keep the project on task.	
Contract Staff	Independent	Participate in testing, training and feedback of system design and use to support legal case management activities,	2
NM Children Youth and Families Department	NM State Agency	**Interfaces / data sharing agreements**	2
NM Administrative Office of the Courts	NM State Agency	**Interfaces / data sharing**	2

VII. Objectives, Outcomes, Key Performance Indicators

The following are key project objectives with related deliverable outcomes and quantifiable Key Performance Indicators (KPIs).

Table 12: KPI

Objectives	Outcomes/Deliverables	Benefits/KPIs (as applicable)
Modernize OFRA's legal case management operations by implementing a Software as a Service (SaaS) Legal Case Management System.	A centralized, secure, configurable case management solution is deployed and operational for OFRA staff.	System implementation completed and accepted; 100% of designated users transitioned to the new system.
Standardize business processes and automate manual workflows.	Consistent, standardized workflows are implemented across legal case management activities.	At least 80% of identified manual business processes are automated or standardized within the system.
Improve case visibility, reporting, and operational oversight.	Management has access to real-time dashboards, reporting, and workload information to support decision-making.	Standard operational dashboards and reports are available, with 100% of required management reports successfully generated by the system.
Strengthening security and protect confidential legal information.	Role-based access controls are implemented to safeguard sensitive case information and comply with State security requirements.	100% of users are assigned role-based security permissions appropriate to their job responsibilities, with no critical security findings identified during implementation.

Provide a scalable technology platform that supports future organizational growth and enhancements.	A configurable SaaS solution is implemented that supports future enhancements without significant redevelopment.	Core system configuration is completed with documented administrative capabilities, and future enhancement requests can be accommodated through configuration rather than major custom development whenever feasible.

VIII. Benefits

The following is a list of tangible and intangible benefits anticipated from the project.

Table 13: Tangible Benefits

Benefit	Estimated cost savings in FTE time spent performing tasks annually
Reduced manual data entry	$28,400.00
Improved reporting efficiency	$30,300.00
Automated workflows	$57,000.00
Automated case assignments	$17,600.00
Improved case management	$19,900.00
Streamlined billing and invoicing	$4,100.00
Total Annual Staff Cost on Admin	$157,900.00

Table 14: Intangible Benefits

Intangible Benefits	Metrics
Improved collaboration	Increased collaboration through centralized access to case information and documents.
Enhanced protection of confidential information	Implementation of role-based access controls and secure management of confidential legal and personally identifiable information (PII).
Increased transparency	Greater visibility into case status, workloads, and organizational performance through real-time dashboards and reporting.
Better decision-making	Improved access to accurate, timely information to support operational and strategic decision-making.
Strengthened support for OFRA's mission to improve outcomes for children and families.	Improved ability to deliver high-quality legal representation and case management services that support better outcomes for children and families. Time redirected to client focused services. Improve services w/o requesting more money

IX. Alternative Approach Analysis

Justification for Project Selection:

The following table includes viable alternatives, including preliminary research and analysis, that were eliminated in favor of the proposed project.

Table 15: Alternative Approach

Alternative Description *(e.g. Status Quo, Enhancements, Replacement)*	**Reason Eliminated**	**Cost**	**Preliminary research and analysis conducted** *(Yes/No)*
Status Quo	Manual, paper-based, and disconnected business processes	~$160.0 – $583.0 / yr	Yes

X. Total Cost of Ownership

The following table lists the total potential cost to develop or acquire, implement, operate and maintain the proposed project for its entire life cycle.

Category		Previous Actuals[1]	FY27	FY28	FY29	FY30	FY31	Total
Non-Recurring Cost - Development & Implementation		**(in thousands)**						
200	Personal Services and Employee Benefits	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
300	Contractual Services							
	IT Professional Services: Project Management	$0.0	$0.0	$150.0	$0.0	$0.0	$0.0	$150.0
	IT Professional Services: IV&V	$0.0	$0.0	$300.0	$0.0	$0.0	$0.0	$300.0
	IT Professional Services: Business Analysis	$0.0	$0.0	$50.0	$0.0	$0.0	$0.0	$50.0
	IT Professional Services: Dev./Imp./Training/UAT	$0.0	$0.0	$2,500.0	$0.0	$0.0	$0.0	$2,500.0
	Other Professional Services	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
400	Other	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Travel/Lodging	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Hardware	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Software Licenses	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Facilities	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Subtotal Non-Recurring Cost		**$0.0**	**$0.0**	**$3,000.0**	**$0.0**	**$0.0**	**$0.0**	**$3,000.0**
Recurring Maintenance and Operations (M&O) Cost		**(in thousands)**						
200	Personnel Services and Employee Benefits	$0.0	$0.0	$0.0	$150.0	$150.0	$150.0	$450.0
300	Contractual Services							
	IT Professional Services	$0.0	$0.0	$0.0	$300.0	$345.0	$396.0	$455.0
	Training	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
400	Other	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Hardware	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Software Licenses	$0.0	$0.0	$0.0	$250.0	$250.0	$250.0	$750.0
	Facilities	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	Compliance and Security	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Subtotal Recurring M&O Cost		**$0.0**	**$0.0**	**$0.0**	**$700.0**	**$745.0**	**$796.0**	**$1,655.0**
[1] Applicable for on-going or existing project.								
Total Cost		**$0.0**	**$0.0**	**$3,000.0**	**$700.0**	**$745.0**	**$796.0**	**$4,655.0**

XI. C2 Form – Computer System Enhancement Fund (CSEF)

Category or Account Description	FY26 & Prev Actual	FY27 Budget	FY28 Request	Total
General Fund (CSEF)	0.0	0.0	3,000.0	3,000.0
Other State Funds *(*specify funds below)*	0.0	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0	0.0
Internal Svc Funds/Interagency Transfe	0.0	0.0	0.0	0.0
Total	**0.0**	**0.0**	**3,000.0**	**3,000.0**
*If Other State Funds, Specify Funding Source/Fund Name				

Expenditure Categories *(dollars in thousands)*				
	FY26 & Prev Actual	FY27 Budget	FY28 Request	Total
Personal Services & Employee Benefits	0.0	0.0	0.0	0.0
Professional Services	0.0	0.0	3,000.0	3,000.0
Travel/Lodging	0.0	0.0	0.0	0.0
IT Hardware	0.0	0.0	0.0	0.0
IT Software	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0
Total	**0.0**	**0.0**	**3,000.0**	**3,000.0**

Approval of C2 Request Business Plan

	Print & Sign Name	Date
Agency Cabinet Secretary/ Director	Beth Gillia	9/1/26
	Beth Gillia Digitally signed by Beth Gillia Date: 2026.09.01 15:08:18 -06'00'	
Agency Chief Information Officer or IT Lead	Tim Struck	9/1/26
Agency Chief Finance Officer	Vicente Ortiz	9/1/26
	Vicente Ortiz Digitally signed by Vicente Ortiz Date: 2026.09.01 15:15:01 -06'00'	