STRATEGIC PLAN
CRIMINAL JUSTICE COORDINATING COUNCIL
SECOND JUDICIAL DISTRICT - BERNALILLO COUNTY

FISCAL YEARS 2022-2026

Second Judicial District Court ♦ Bernalillo County Metropolitan Court
Bernalillo County District Attorney’s Office ♦ Bernalillo County Law Offices of the Public Defender
NM Probation and Parole ♦ Bernalillo County Sheriff’s Office
Bernalillo County Commission ♦ Bernalillo County Administration ♦ Albuquerque City Council
City of Albuquerque Police Department
City of Albuquerque Administration ♦ NM Criminal Defense Lawyers Association

Adopted: April 21, 2022
Table of Contents

Letter from the Chair and Vice Chair ................................................................................................ 2
Overview .............................................................................................................................................. 3
Current Members, Staff, and Interested Parties ................................................................................ 4
Bernalillo County Criminal Justice Reforms ....................................................................................... 6
Strategic Plan Process ......................................................................................................................... 7
Strategic Plan Framework ................................................................................................................... 8
Strategic Plan Goals .......................................................................................................................... 10
Goal #1 .............................................................................................................................................. 11
  Improve Processing of Criminal Cases ......................................................................................... 11
Goal #2 .............................................................................................................................................. 13
  Enhance Services for Justice Involved Individuals ...................................................................... 13
Goal #3 .............................................................................................................................................. 15
  Enhance Resource Integration, Cooperation & Efficiency ........................................................ 15
Goal #4 .............................................................................................................................................. 16
  Identify Issues, Solutions & Propose Actions ................................................................................. 16
Strategic Plan Implementation ........................................................................................................ 19
Implementation Timeline .................................................................................................................. 20
Resources and Contact Information ............................................................................................... 21
Acknowledgements .......................................................................................................................... 22
Letter from the Chair and Vice Chair

Dear CJCC Members and the Community,

We are delighted to embark on the next chapter of the Second Judicial District Criminal Justice Coordinating Council (CJCC) in Bernalillo County with adoption of this latest edition of the Strategic Plan. We now have a clear roadmap that puts our collective focus on an important set of objectives to achieve together through 2026.

As the world and our community take account of the new reality brought by the pandemic, we see a renewed sense of optimism and energy emerging. But alongside the feelings of hope and renewal, our community continues to be rocked by troubling waves of violence and addiction; resulting in more victims, more broken families, disrupted businesses and louder calls for action.

Over recent years we’ve witnessed a redefining of the landscape underpinning the local criminal justice system and social service response networks. New challenges require attention and resources, and the demand for creative cross-system solutions that generate results is greater than ever before.

This CJCC was designed for stakeholders by stakeholders to create the space for critical dialog and collaborative problem-solving. Go-it-alone approaches can only do so much when applied to complex cross-system, inter-jurisdictional, and community-wide challenges. This renewed strategic plan helps stakeholders align efforts, track progress and outcomes and ultimately demonstrate accountability to the stakeholders and people we serve.

We recognize and applaud those who continually contribute to the CJCC; the dedicated public safety officials, judiciary & legal staff, the community leaders, and the decision-makers and other experts at our tables, all who recognize the power of collaboration and drive us closer to our mission. Let’s continue to lock arms and meet the moment we are in. We look forward to what we can achieve on the path ahead.

Respectfully,

Julie Morgas Baca
Bernalillo County Manager
CJCC Chair

Honorable Maria I. Dominguez
Chief Judge of Metropolitan Court
CJCC Vice-Chair
Overview

The Criminal Justice Coordinating Council (CJCC) in Bernalillo County began in 2013 as the Bernalillo County Criminal Justice Review Commission (BCCJRC). The BCCJRC was created by the New Mexico Legislature to review and improve criminal case processing in Bernalillo County (Albuquerque, NM), New Mexico’s largest judicial district. When the BCCJRC legislation expired in 2017 the criminal justice partners agreed to reorganize as a CJCC. In 2019 the New Mexico State Legislature enacted legislation requiring CJCCs to convene in every judicial district making Bernalillo County’s CJCC a statutory and member-formed organization.

Pursuant to its bylaws, the CJCC serves as the forum on the law, the legal system, and the administration of justice. Using this forum, the CJCC identifies issues and their solutions and facilitates cooperation with the common aim of enhancing public safety and reducing crime and recidivism in Bernalillo County. The CJCC is a venue for constructive dialog concerning the fair and timely disposition of cases, maximizing efficient use of resources, and improving justice and outcomes for those accused of crimes and victims of crimes. Both the 2019 Legislation and the CJCC, itself, express the commitment to using data-driven policies and evidence-based best practices to inform and guide this work.

The CJCC consists of twelve voting members including District Court Chief Judge, Metropolitan Chief Judge, District Attorney, District Defender, President of the NM Criminal Defense Lawyers Association, County Sheriff, City Police Chief, County Commissioner, City Councilor, City Chief Administrative Officer, County Manager, and the Regional Administrator of NM Probation and Parole. While many of the named voting members attend in person, a voting member may send a designee. In addition, the CJCC meetings are open to the public and have been attended by additional representatives of voting members’ organizations as well as representatives of various community and governmental entities.

County Manager Julie Morgas Baca serves as the CJCC Chair and Metropolitan Court Chief Judge Maria Dominguez serves as the Vice-Chair. The Chair and Vice-Chair preside over and facilitate the CJCC meetings, host the Executive Committee with CJCC support staff, oversee the official actions of the CJCC and establish and appoint subcommittees. Bernalillo County, with support from the City of Albuquerque, has provided funding through dedicated staff support to the CJCC since inception. The CJCC has three subcommittees: the System Streamlining & Performance Subcommittee (Working Group); the Diversion & Reentry Subcommittee; and the Criminal Justice Information Systems Subcommittee (Data & Technology). It also has an Executive Committee.
Current Members, Staff, and Interested Parties

Current Members

- **CJCC Chair**, Julie Morgas Baca, Bernalillo County Manager
- **CJCC Vice Chair**, Honorable Maria I. Dominguez, Chief Judge of Bernalillo County Metropolitan Court
- **Chief Judge of Second Judicial District Court**, Honorable Marie Ward
- **Bernalillo County District Attorney**, Raúl Torrez
- **Bernalillo County Commissioner**, Adriann Barboa (District 3)
- **Albuquerque City Council**, Councilor Pat Davis (District 6)
- **Bernalillo County Sheriff’s Office**, Sheriff Manuel Gonzales
- **Law Offices of the Public Defender (Second Judicial District)**, District Defender Matthew Chavez
- **NM Criminal Defense Lawyers Association**, Richard Pugh
- **Albuquerque Police Department Chief**, Chief Harold Medina
- **City of Albuquerque Chief Administrative Officer**, Vacant
- **Region II Manager of NM Probation and Parole**, Cheryl Hobbs

Interested Parties

**Bernalillo County**

- Pam Acosta, Program Manager, Resource Reentry Center
- Ken Martinez, County Attorney
- Chief Greg Richardson, MDC Chief
- Rosanne Otero, MDC Director of Operations
- Clay Campbell, Chief of Staff to County Manager
- Tom Thorpe, Public Information Specialist
- Charlie Verploegh, CJBHI Manager
- Margarita Chavez-Sanchez, DBHS Director

**City of Albuquerque**

- Gilbert Ramirez, Deputy Director of City Family & Community Services
- Ellen Braden, Family & Community Services
- Mariela Ruiz-Angel, Community Safety Department Director

**APD**

- Deputy Chief Mike Smathers
- Deputy Chief Josh Brown
- Commander Matt Dietzel
Bernalillo County Metropolitan Court

- Robert Padilla, Court Executive Officer
- Melissa Garcia, Deputy Court Executive Officer
- Annie Burkhart

Second Judicial District Court

- Katina Watson, Court Executive Officer
- Joy Willis, Criminal Division Supervising Attorney
- Peter Auh, Director of Judicial Supervision & Diversion Programs
- Marshall Dixon, JSDP

Bernalillo County District Attorney

- Adolfo Mendez, Deputy DA
- Joshua Boone, Deputy DA
- Sevía Gonzales, DA Policy & Planning

Bernalillo County Public Defender’s Office

- Toni Abeyta
- Jennifer Barela
- Julpa Davé
- Christopher Knight

CJCC Support Staff

- Gabriel K. Nims, Criminal Justice Initiatives Coordinator
- Daniel Roberson, Bernalillo County Legal Department
- Angela Martinez, Criminal Justice Initiatives Administrator
- Jason Weaks, Bernalillo County Government Relations
- Joey Diaz, Criminal Justice Initiatives Data Analyst
- Chris Sylvan, City of Albuquerque Council Services
Bernalillo County Criminal Justice Reforms

The CJCC has accomplished and contributed to several significant changes in the Bernalillo County criminal justice system through partner collaboration. Many of the changes are still works in progress. Significant changes include the following.

Advancing dialog and efforts to share and integrate criminal justice and certain behavioral health data across systems, programs, and entities

- Published a real-time, interactive jail population dashboard
- Assisting behavioral health services partners and criminal justice partners to operationalize listings of “High-Frequency Utilizers” to track, review and improve services and outcomes

Exploring and promoting opportunities to divert individuals with acute and/or complex behavioral health needs out of the criminal justice system

- Calling for improvements to & full utilization of Pre-Prosecution Diversion programs (PPD), Law Enforcement Assisted Diversion (LEAD), Forensic Assertive Community Treatment (FACT) teams
- Supporting expansion and utilization of Young Adult court, Outreach court, Felony DWI court, Mental Health court, and other specialty court programs and services
- Supporting efforts to streamline the process for determining competency to stand trial

Changing the focus of pretrial detention to public safety

- Adoption of a validated risk assessment tool
- Focus on risk and appearance rate in making pretrial release decisions
- Elimination of cash bond system for most release decisions
- Implementation of data-driven best practices for pretrial supervision

Implementing processes to improve case processing times and reduce unnecessary lengths of stay at the Metropolitan Detention Center

- Collaboration with the NM Supreme Court in the development and implementation of a Case Management Rule to track and expedite conclusion in felony cases
- Establishment of and funding for specialized docket to address probation violations
- Increased use of preliminary hearings
- Funding of Assistant DA to represent the state at non-record misdemeanor arraignments
- Supporting expanded utilization of the Release on Recognizance program

Improved processes and services for criminal defendants to improve appearance at court, reducing recidivism and connect to community-based services/supports

- Implementation of a court date reminder system
- Operation of the Resource Reentry Center to improve the transition from jail to community
- Improved processes for notifying defendants of next hearing date

These and other changes made by criminal justice partners contribute to maintaining a local jail incarceration rate that is at or below the national average and help limit felony case backlogs in the Second Judicial District Court.
Strategic Plan Process

The Bernalillo County Operations Excellence Office (OEO) was tasked with working with the Criminal Justice Coordinating Council (CJCC) in late 2021 to develop a new strategic plan to guide the council’s priorities as it moves forward into coming years. The preceding strategic plan adopted by the CJCC in 2019 established priorities to focus on through 2020 and fulfilled a requirement in a legislative measure (HB 267) on all CJCCs organized in the state. Prior to 2019 the CJCC informally set goals and objectives. The CJCC bylaws suggest a yearly review and assessment of the impact of the collaborative efforts of the CJCC and its members.

The strategic plan framework followed for this process helps ensure fundamental desired outcomes of strategic planning: that the plan is actionable, easy to use and understand, accessible and transparent. OEO reviewed the plans and frameworks of other CJCCs around the country. OEO then presented its recommendations for following a framework to the CJCC executive committee in October 2021. Subsequently the full council agreed to form a strategic plan workgroup to develop the plan.

In November 2021, the strategic plan workgroup met to review the strategic plan framework, process, timeline for adoption and development as well as establish the responsibilities of the workgroup. The workgroup was tasked with reviewing the mission, duties, and prior strategic plan goals to ensure alignment with current priorities. The workgroup then completed the Assessing the Current Situation worksheet, which is a SWOT (Strengths, Weaknesses, Opportunities and Threats) activity using a virtual collaboration whiteboard. Each member of the workgroup responded to the SWOT questions addressing what was working well, what was not working well, opportunities and concerns along with their suggestions to address each question. OEO then analyzed and synthesized the results of the SWOT to develop the strategic plan objectives and high-level action steps.

The strategic plan workgroup, after reviewing the objectives and action steps, completed an impact and effort matrix to help determine the priority and timeline to implement each objective. The workgroup recommended adjustments to timeline and priorities for implementation based on their expertise on the topics and understanding the contingencies between the objectives.

All elements of the strategic plan from mission, duties, SWOT analysis, strategic goals, objectives, and high-level action steps are included in this strategic plan document. This strategic plan is intended to be a living document that is tracked and updated regularly by the CJCC with actionable, easy to understand, and transparent objectives and action steps.

This strategic plan document is recommended for approval to the council with the understanding that the objectives and high-level action items will be tasked to the CJCC subcommittees for implementation as identified within each strategic plan goal. It is also proposed that this strategic plan be tracked regularly by the subcommittees and the resulting outcomes and performance measures be reviewed and discussed with the executive committee. As part of the review process, it is expected that adjustments to the plan be made as part of the review and tracking process.
Strategic Plan Framework

Mission
The Bernalillo County Criminal Justice Coordinating Council is to...

Duties
- Identifying issues and solutions
- Proposing actions
- Facilitating cooperation that enhances public safety and reduces crime
- Advance the fair and timely disposition of cases
- Maximize efficient use of criminal justice resources
- Ensure justice and improved outcomes for those accused of crimes and victims of crimes
- Help stakeholders achieve objectives and track outcomes

SWOT Analysis (Assess Current Situation)
Members of the strategic plan workgroup responded to the four SWOT questions, which asked what was going well, what was not going well, opportunities and challenges. The SWOT questions also asked members to provide their input on what could be done in each area to improve the situation. The responses from the diverse group with participation ranging from judges to law enforcement officers, proved to be extremely valuable given the varied perspectives of the issues. OEO then analyzed and synthesized the responses grouping them into the strategic plan goals.
Strategic Goal
The four strategic goals that resulted from the SWOT analysis are as follow:

- Improve processing of criminal cases
- Enhance services for justice involved individuals
- Enhance resource integration, cooperation & efficiency
- Identify issues, solutions & propose actions

The responsibility for each of the four goals is assigned to each following subcommittee

- Court operations working group subcommittee
- Diversion and reentry subcommittee
- Data & tech subcommittee
- Executive committee

Objectives
The objectives for each goal were developed through the synthetization and analysis of the responses to the SWOT questions. OEO grouped common responses to develop the objectives, which capture the intent of each area at a high level. For example, under Goal #4, which is To Identify Issues, Solutions and Propose Actions, there were many responses indicating that there needed to be improvements to engagement, accountability, and accessibility of the various CJCC committees and subcommittees.

Action Steps/Outcomes
The recommended action steps and outcomes were directly derived from the strategic plan workgroup responses to the SWOT questions. OEO summarized the responses from each member capturing their intent in the form of a simply phrased action statement, such as, increase engagement with law enforcement and encourage open discussions to improve communication to find solutions. The action steps/outcomes, as organized by objective, will be assigned to the responsible committee or subcommittee for implementation. The responsible subcommittees will review each objective and its associated action steps/outcomes to build a more detailed action plan for implementation. The action plan should include a step-by-step task listing of what needs to take place to achieve the objective. The task listing should include the task, who is responsible within the subcommittee for each step as well as the timeframe for implementation. This action plan should then be presented to the CJCC executive committee for review and status updates to track the progress.

Performance Measures
As part of achieving each objective, the subcommittee responsible for implementation should consider developing performance measures to track the progress and improvements of the expected outcomes. Performance measures should include targets and timeframes and should seek to achieve realistic and improved outcomes. Performance measures should be reported to the executive CJCC committee on a regular basis. OEO can assist and facilitate this process as needed.
## Mission

**SERVE AS THE FORUM CONCERNING THE LAW, THE LEGAL SYSTEM, AND THE ADMINISTRATION OF JUSTICE**

### Strategic Plan Goals

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Duties</th>
<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal #1:</strong> Improve processing of criminal cases</td>
<td>Advance the fair &amp; timely disposition of cases</td>
<td>Court Operations (Working Group) Subcommittee</td>
</tr>
<tr>
<td><strong>Goal #2</strong></td>
<td>Enhance services for justice-involved individuals</td>
<td>Ensure justice &amp; improved outcomes for those accused of crimes &amp; victims of crimes</td>
</tr>
<tr>
<td><strong>Goal #3</strong></td>
<td>Maximize efficient use of criminal justice resources</td>
<td>Facilitate cooperation to enhance public safety and reduce crime and recidivism</td>
</tr>
<tr>
<td><strong>Goal #4</strong></td>
<td>Identify issues &amp; solutions \ Propose actions</td>
<td>Identify issues, solutions and propose actions</td>
</tr>
</tbody>
</table>

*Goal Alignment Conceptboard*
## Goal #1

**Improve Processing of Criminal Cases**

**Responsible for Implementation:** Court Operations (Working Group) Subcommittee

<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve processes in Judgement &amp; Sentence (J&amp;S), District Attorney discovery, expedited booking program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate timeliness &amp; accuracy of the Judgement &amp; Sentence process by partnering PPD, DA, 2nd District Court</td>
<td>July 2022 Through December 2023</td>
</tr>
<tr>
<td>Additional BCSO civilian personnel assigned to solely package DA discovery requests</td>
<td>July 2023 Through August 2024</td>
</tr>
<tr>
<td>Implement downtown expedited booking program</td>
<td>July 2022 Through December 2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimize implementation of the Probation Violation Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement adjustments to Probation Violation Program (PVP) to ensure optimal utilization</td>
<td>November 2022 Through December 2023</td>
</tr>
<tr>
<td>Review &amp; track Probation Violation Program (PVP) performance measures (processes and outcomes)</td>
<td>July 2023 Through August 2024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement process efficiencies resulting from pandemic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify short- and long-term solutions to case &amp; trial backlog resulting from Covid-19</td>
<td>July 2023 Through August 2024</td>
</tr>
<tr>
<td>Identify beneficial Covid-19 measures, such as remote hearings, for permanent implementation</td>
<td>July 2023 Through August 2024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand jail access</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>More access to clients at MDC to minimize impact on hearings, trials &amp; case backlog</td>
<td>July 2023 Through August 2024</td>
</tr>
<tr>
<td>Greater attorney access at MDC to stay current with cases &amp; leverage virtual meetings</td>
<td>July 2023 Through August 2024</td>
</tr>
<tr>
<td>Objective</td>
<td>Action Step/Outcome</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Review implementation of the Public Safety Assessment (PSA) | - Implementation of PSA in District Court, reopen the PSA Committee  
- Consider recent research/analysis. Expand application to misdemeanors and ROR/delegated release authority | July 2023 Through June 2024  |
## Goal #2
Enhance Services for Justice Involved Individuals
Responsible for Implementation: Diversion & Reentry Subcommittee

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| Improve utilization of specialty courts       | ➢ Identify and help implement suggestions for improving utilization of existing specialty courts  
➢ Explore options for supporting expansion of programs that meet or exceed outcomes | July 2022 Through May 2023    |
| Increase diversion resources                 | ➢ Identify and support solutions to maximize utilization of diversion programs, and support expansion where appropriate  
➢ Integrate Forensic Navigation program  
➢ Identify methods to track and report increased utilization and outcomes of diversion, specialty courts and associated programs/services  
➢ Inform a statewide plan to increase behavioral health providers in community | September 2022 Through September 2023 |
| Build awareness of services and programs      | ➢ Support legislative measures to eliminate co-pays for certain treatment services  
➢ Create list of available behavioral health programs/services pre-arrest through conviction  
➢ Build awareness of diversion programs, coordinated services, and recidivism reduction programs | January 2023 Through June 2023 |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilization of wrap around services</td>
<td>➢ Engage and connect CJ-involved individuals with mental illness with wrap around services; help identify &amp; remove barriers</td>
<td>July 2023 Through June 2024</td>
</tr>
<tr>
<td></td>
<td>➢ Develop/refine re-entry initiatives to continue BH treatment and involving Probation &amp; Parole</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Promote alternate justice strategies that are trauma-informed and involve victims (i.e., restitution and restorative justice)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Review felony competency evaluation process; identify areas of improvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Develop systemic communication network for referrals, collect feedback to track connections &amp; outcomes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Help track and improve Resource Reentry Center continuity of care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Share MDC assessments and discharge plans post-release with providers</td>
<td></td>
</tr>
<tr>
<td>Training/Certification</td>
<td>➢ Identify and support LEAD, CIT, MCT training &amp; certification opportunities for law enforcement</td>
<td>September 2023 Through August 2024</td>
</tr>
</tbody>
</table>
## Goal #3

Enhance Resource Integration, Cooperation & Efficiency

**Responsible for Implementation: Data & Technology Subcommittee**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| Enhance reporting systems (People, Processes & Technology) | ➢ Develop systemic communication network for referrals, feedback to track connections & outcomes  
➤ Expand and enhance data collection, sharing and reporting through the jail dashboard  
➤ Track and report key measures following High Frequency Utilizers (HFUs), and other individuals in CJ who are needing/receiving services across the system | July 2022 Through June 2026 |
| Promote data-driven decision making            | ➢ Collect and compare data from justice stakeholders to facilitate discussion of possible solutions  
➤ Dedicate staff to work on data sharing  
➤ Share MDC assessments and discharge plans post-release with providers (shared with Goal # 2) | September 2022 Through June 2026 |
| Improve timely adjudication                    | ➢ Involve law enforcement to discuss dedicating resources to data sharing to aid DAs in timely adjudication of criminal cases | March 2023 Through September 2023 |
| Conduct targeted studies                       | ➢ Examine legalization of marijuana impact on CJ system to inform youth and adult court systems  
➤ Identify aspects of the CJ system to examine further through research and review of best practices | July 2025 Through June 2026 |
# Goal #4

**Identify Issues, Solutions & Propose Actions**

**Responsible for Implementation: Executive Committee**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve engagement, accountability &amp; accessibility</td>
<td>Consider and implement structural and management changes to CJCC to allow all members a chance to engage and contribute</td>
<td>July 2022 Through June 2023</td>
</tr>
<tr>
<td></td>
<td>Structure CJCC meetings to ensure members are properly informed and prepared to engage.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>As stakeholders committed to improving the criminal justice system, all members have opportunities to bring ideas and solutions.</td>
<td></td>
</tr>
<tr>
<td>Enhance CJCC model/structure</td>
<td>Consider a timeline for shifting CJCC support to a more broadly shared model to increase capacity and improve buy-in</td>
<td>July 2022 Through March 2023</td>
</tr>
<tr>
<td></td>
<td>Review alternatives to formal CJCC meeting format to encourage open discussion of practical issues &amp; solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve internal and external communications. Better, timely information; explore new communication tools; more interaction with other community groups/bodies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reach out to National Network of CJCCs for assistance, have them present and share perspective</td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>Action Step/Outcome</td>
<td>Timeline</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------</td>
<td>----------</td>
</tr>
</tbody>
</table>
| **Set actionable tasks at subcommittees** | ➢ Establish a structure for CJCC subcommittees to focus attention on addressing relative objectives listed in this Strategic Plan  
➢ Create and track to a realistic, actionable strategic plan  
➢ Assess capacity of CJCC to pursue objectives. How do we leverage members to move objectives? | August 2022 Through June 2023 |
| **Increase law enforcement participation** | ➢ Establish permanent ranking law enforcement officials with authority on CJCC  
➢ Create space for law enforcement to be involved consistently and meaningfully | January 2023 Through December 2023 |
| **Fund and staff CJCC** | ➢ Seek and help support applications for new funding opportunities to increase the capacity of the CJCC to achieve its mission and pursue initiatives  
➢ Leverage CJCC and its members to partner on federal and state grant applications to support and/or expand diversion programs and other interventions/initiatives | January 2023 Through December 2023 |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Step/Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek external input from stakeholders</td>
<td>➢ Seek external input from stakeholders; consider conducting focus groups &amp; surveys to gather information from providers and other community interests</td>
<td>February 2023 Through June 2023</td>
</tr>
<tr>
<td>Understand where racial and ethnic disparities may exist in the CJ system</td>
<td>➢ Identify areas of opportunity where inherent racial, ethnic and socioeconomic injustices and disparate impacts can be understood and discussed ➢ Consider opportunities for incorporating the input of communities impacted by criminal justice system policies and practices</td>
<td>July 2024 Through June 2025</td>
</tr>
<tr>
<td>Diversity in participation</td>
<td>➢ Consider opportunities for incorporating the input of communities impacted by criminal justice system policies and practices ➢ Encourage public discussion &amp; input in CJCC meetings ➢ Consider adding members from community-based providers, lived experience/victim representatives</td>
<td>January 2025 Through December 2025</td>
</tr>
<tr>
<td>Monitor law and policy</td>
<td>➢ Monitor legislative actions for possible law or policy changes</td>
<td>July 2025 Through June 2026</td>
</tr>
</tbody>
</table>
Strategic Plan Implementation

As part of the strategic planning process, the strategic plan workgroup took part in an impact and effort assessment. The assessment consisted of each member reviewing each objective to determine if the effort to achieve the objective was high or low. Likewise, each member also assessed whether they thought each objective was a high impact or a low impact towards achieving the goal. OEO facilitated this assessment using its virtual collaboration tools to gather the information. OEO then aggregated the responses putting the information into an impact effort matrix.

- Low effort and high impact objectives are considered quick wins and as such were prioritized for earlier implementations.
- High effort and high impact objectives were then prioritized next and are considered major projects.
- Low impact and low effort objectives were prioritized for consideration after major projects.

The strategic plan workgroup then provided input on each objective in the timeline based on their knowledge and expertise further prioritizing the objectives. The result is the strategic plan implementation timeline, which staggers timeframes so that workloads are reasonable, and contingencies are considered. The timeline is the plan and as such is expected to be adjusted throughout the planning cycle as needed to ensure the plan is reasonable, achievable, and this document is a living document and tool used by the CJCC.

*Updates to the timeline can be found in the virtual collaboration tool using this link*
Implementation Timeline

**Goal 1: Improve Processing of Criminal Cases -- Court Operations/ Working Group Subcommittee**

- July - December 2022
- January - June 2023
- July - December 2023
- January - June 2024
- July - December 2024
- January - June 2025
- July - December 2025
- January - June 2026

- Improve Processes in JAS, DA Divenry, Expedited Booking Program
- Optimize Implementation of the Pretrial Evaluation Program
- Implement Process efficiencies resulting from Pandemic
- Expand Jail Access
- Review Implementation of the Public Safety Assessment

**Goal 2: Enhance Services for Justice Involved Individuals – Diversion & Reentry Subcommittee**

- July - December 2022
- January - June 2023
- July - December 2023
- January - June 2024
- July - December 2024
- January - June 2025
- July - December 2025
- January - June 2026

- Improve Utilization of Specialty Courts
- Increase Diversion Resources
- Build Awareness of Services and Programs
- Utilization of Wrap Around Services
- Training/Certification

**Goal 3: Enhance Resource Integration, Cooperation & Efficiency – Data & Technology Subcommittee**

- July - December 2022
- January - June 2023
- July - December 2023
- January - June 2024
- July - December 2024
- January - June 2025
- July - December 2025
- January - June 2026

- Enhance Reporting Systems (People, Processes & Technology)
- Improve Timely Adjudication
- Promote Data-Driven Decision Making
- Conduct Targeted Studies

**Goal 4: Identify Issues, Solutions & Propose Actions -- Executive Committee**

- July - December 2022
- January - June 2023
- July - December 2023
- January - June 2024
- July - December 2024
- January - June 2025
- July - December 2025
- January - June 2026

- Improve Engagement, Accountability & Accessibility
- Enhance CCC Model/Structure
- Set Actionable Tasks at Subcommittees
- Increase Law Enforcement Participation
- Fund and Staff CCC Tasks
- Seek external input from CCC involved stakeholders
- Understand Where Racial and Ethnic Disparities May Exist in the CJ System
- Diversity in participation
- Monitor Law and Policy
Resources and Contact Information

Resources
Resource links referenced in this report:

- Bernalillo County CJCC Approved Bylaws (Amended June 2019)
- MOU Creating the Bernalillo County CJCC (2016)
- National Institute of Corrections (NIC) CJCC White Papers

For more information about the Bernalillo County Criminal Justice Coordinating Council:
Visit: http://www.bernco.gov/CJCC

Staff Contacts
Gabriel Nims, MPA, Criminal Justice Initiatives Coordinator
Office of Criminal Justice and Behavioral Health Initiatives (CJBHI)
Bernalillo County Manager’s Office
gknims@bernco.gov
505-468-7080

Charlie Verploegh, PhD, Assistant Director Behavioral Health Initiatives (CJBHI)
Office of Criminal Justice and Behavioral Health Initiatives
Bernalillo County Manager’s Office
ceverploegh@bernco.gov
505-350-1347

Daniel Roberson, Assistant County Attorney
droberson@bernco.gov

Angela Martinez, CJBHI Administration
aymartinez@bernco.gov

Joey Diaz, CJBHI Data Analyst
jodiaz@bernco.gov

Office of Criminal Justice and Behavioral Health Initiatives (CJBHI)
Bernalillo County Manager’s Office
415 Silver Av SW, 5th Floor, Albuquerque, NM 87102
Albuquerque, NM 87102
Acknowledgements

A special thanks to the following individuals who dedicated time and expertise to this strategic planning process. Your patience and contributions are appreciated.

Strategic plan facilitation and technical assistance by the Bernalillo County Operations Excellence Office

- Maria Zuniga, Operations Excellence Manager
- Laurel Johnson, Operations Excellence Intern
- Lamisa Khandaker, Operations Excellence Intern

Bernalillo County Office of Criminal Justice and Behavioral Health Initiatives, CJCC Support Staff

- Gabriel Nims, MPA, CJI Coordinator
- Angela Martinez, CJI Administration
- Daniel Roberson, County Legal

Strategic Plan Work Group Members

- Julie Morgas Baca, Bernalillo County Manager (CJCC Chair)
- Chief Judge Maria Dominguez (CJCC Vice Chair)
- Albuquerque City Councilor Pat Davis
- Bernalillo County Commissioner Adriann Barboya
- Robert Padilla, Metropolitan Court
- Melissa Garcia, Metropolitan Court
- Joy Willis, Second Judicial District Court
- Clay Campbell, Bernalillo County
- Jason Weaks, Attorney
- Chris Sylvan, City of Albuquerque
- Joshua Campos, Chief Deputy, BCSO
- Wendy Rehm, NM Probation & Parole, Region II
- Megan Mitsunaga, NM Criminal Defense Lawyers Association
- Matthew Chavez, Law Offices of the Public Defender
- Sevia Gonzales, District Attorney’s Office
- Ellen Braden, Albuquerque Community Services Department
- Kelly Bradford, Administrative Office of the Courts
- Jennifer Barela, Law Offices of the Public Defender
- Roberto Martinez, Bernalillo County
- Richard Pugh, NM Criminal Defense Lawyers Association