

Transforming the Criminal Justice System

# IMPACT PROSECUTION

Legislative Report  
January 2020

Raúl Torrez  
Second Judicial District Attorney





January 2020

Dear Fellow New Mexicans,

As we begin 2020, we have an opportunity to take stock of the progress made in important criminal justice reforms and to assess where further systemic improvements are needed.

A prosecutor's role in a community is unique; the prosecutor both seeks justice and strives to make a community safer. For too many years the criminal justice system in Bernalillo County created a negative feedback loop by over-incarcerating certain categories of individuals while simultaneously under-incarcerating dangerous individuals. Unfortunately, at the same time Bernalillo County experienced a rampant escalation of crime. The result was a criminal justice system that both failed systemically and failed to deliver the public safety our community expects and deserves. In the face of these circumstances, I ran for District Attorney (DA) on a vision of building an intelligence driven criminal justice system that both seeks a fair and just system and drives down crime. While there is much work to be done, especially to reduce incidents of violent crime, I am pleased that many of the justice reforms I have championed have begun to place our community on the right track.

Since I took office in January 2017, I have been actively and rapidly implementing reforms at the DA office. Today's DA office represents a complete transformation of my office's physical plant, processes, structure, and, most importantly, philosophical orientation. The reforms I have instituted are founded on the principle that applying the right intervention with the right individuals at the right time will deliver a justice system aligned with our community's values and expectations of fairness, justice, and public safety. Essential to these reforms has been the continuing development of an advanced investigative, analytical, procedural, and technological infrastructure required to make data informed prosecutorial decisions. I have emphasized moving swiftly and have forged partnerships within the criminal justice system and the greater community to leverage both fiscal and human resources.

I would like to highlight the great strides that our Crime Strategies Unit (CSU) has made in strategic analysis, research and development, and case enhancement, integral to the transformation of our office. CSU is the engine for Intelligence Driven Prosecution. CSU's strategic analysis identifies key individuals and networks who drive crime. The research and development arm of CSU develops the tools to help automate and operationalize CSU's insights. Lastly, CSU strengthens cases by finding evidence using the latest investigative techniques. At the time of this letter, CSU has already solved important cases, including New Mexico's first successful forensic genealogy case. CSU's advanced capabilities are increasingly called upon by our partners at the Albuquerque Police Department, Bernalillo County Sheriff's Office, Drug Enforcement Agency, Santa Fe Police Department, and the Federal Bureau of Investigations.

There is much more to be done to deliver the fair, just, and effective criminal justice system our community

demands and deserves. For the last two legislative sessions, I have requested resources to build two special teams, an Independent Investigations Bureau and a Conviction Integrity Unit. Several major district attorney offices, such as Dallas and San Francisco, have established similar teams. An Independent Investigations Bureau reviews and, if necessary, prosecutes officer-involved-shootings and claims of excessive force. Independence is needed to ensure that collegial bias does not distort prosecutorial decision-making in these cases. The Conviction Integrity Unit ensures that incarcerated individuals with a bona fide claim of innocence have an avenue to have their claim reviewed and investigated using the techniques available today. These teams will help rebuild our community's trust in the criminal justice system.

Additionally, I have proposed three pieces of legislation to create systemic changes. The first is designed to shield vulnerable victims from retraumatizing pretrial interrogations currently required by New Mexico's rules of criminal procedure. The proposed changes would afford victims protections like those available in almost all the states and the federal court system. A second legislative proposal would give judges much needed guidance in pretrial detention decisions by creating presumptions of detention for people accused of serious crimes such as murder and rape. The third proposed legislation would make it a felony to make threats of mass violence and would increase prison time for individuals who use firearms in the commission of a crime.

I believe we can make our community safe again. As you will see in the pages that follow, I have been working tirelessly to make that a reality. With your continued support, I will keep fighting for your neighborhood and mine. Together, we will create the safe community we deserve.

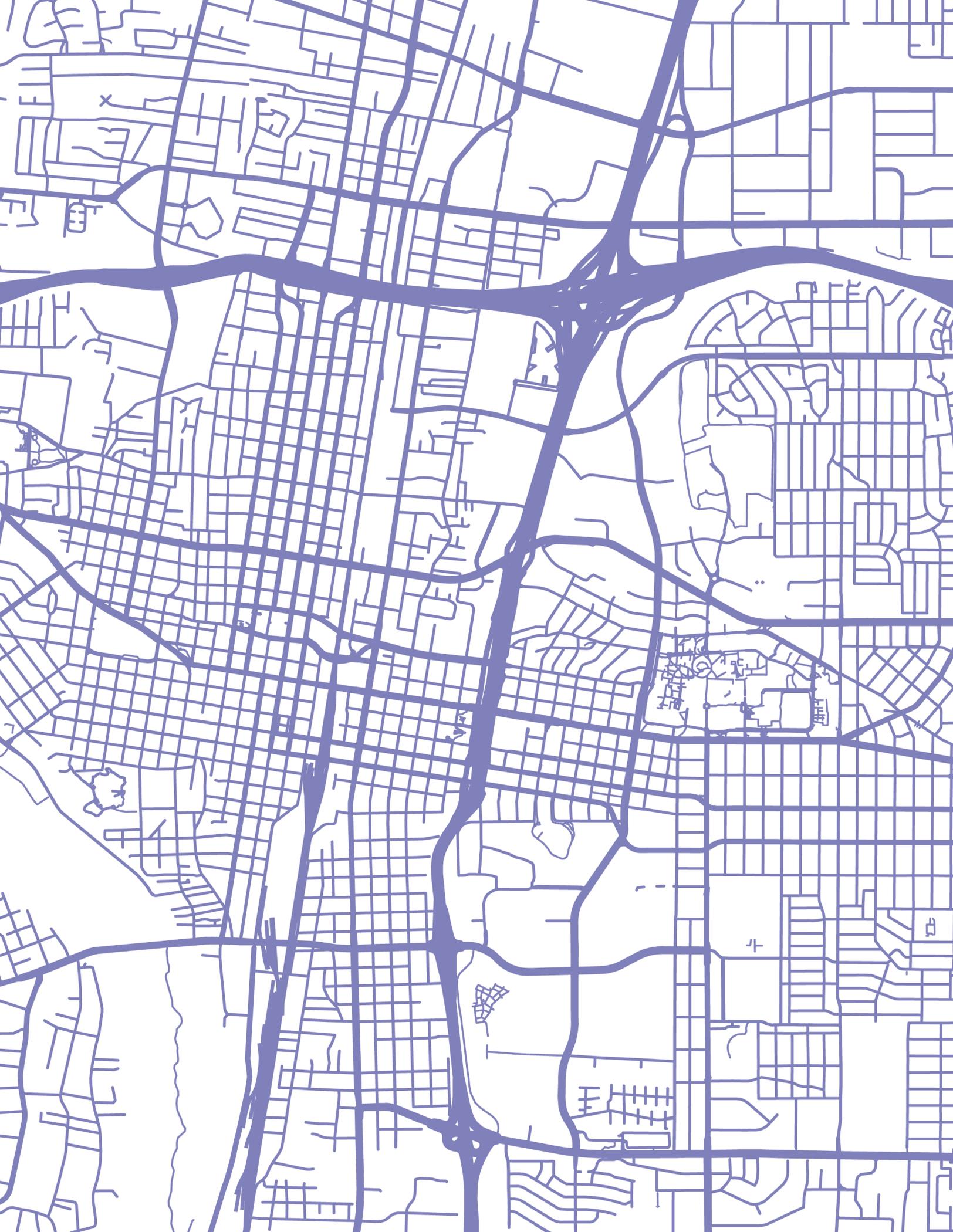
Sincerely,

A handwritten signature in black ink, appearing to be 'RT', with a long horizontal stroke extending to the right.

Raúl Torrez  
Second Judicial District Attorney



**districtattorney**  
BERNALILLO COUNTY



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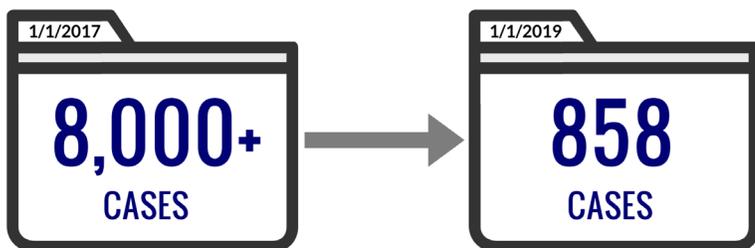
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# RESOURCES & PROCESS

## Institutional Reform

At the beginning of 2017, boxes of files filled the hallways, employees workstations, and all usable space of the DA's office. After moving all of the boxes to an offsite warehouse, the monumental task of closing more than 8,000 cases became the next project. Over the course of the last two years, prosecutors and support staff have worked diligently to reduce the backlog to less than 1,000 cases. This backlog was only the beginning of a complete procedural transformation in our office. Through institutional reform from case intake to victim contact and application development to help keep attorneys organized and aid in finding fugitives, we are committed to improving our work to keep our community safe. We also recognize the importance of efficiently using our limited resources, which is why we have diligently worked to improve our internal processes, increase recruitment and retention, and earn over \$4 million in federal grant money to support innovative and necessary reforms. However, none of this would be possible without the dedication of many volunteers and their hard work supporting victims, bringing justice for sexual assault victims, and leading technical innovation. Together we are making a safer Bernalillo County.



# Funding Increase

Upon entering office, District Attorney Torrez found that there had been no significant increase in budget requested in eight years. During the 2018 New Mexico Legislative Session, receiving budget increase was the priority, along with requesting special appropriations funds for intelligence-driven prosecution programming. Our office received \$4.1 million in additional recurring funds starting in the Fiscal Year 2019 budget. We utilized this additional funding to hire, train, and equip prosecutors, investigators, victim advocates, and support staff. The money was also used to raise the salaries of current employees in the hopes of retaining quality personnel. The monies further allowed our office to contract with retired prosecutors who assist with the screening of cases.

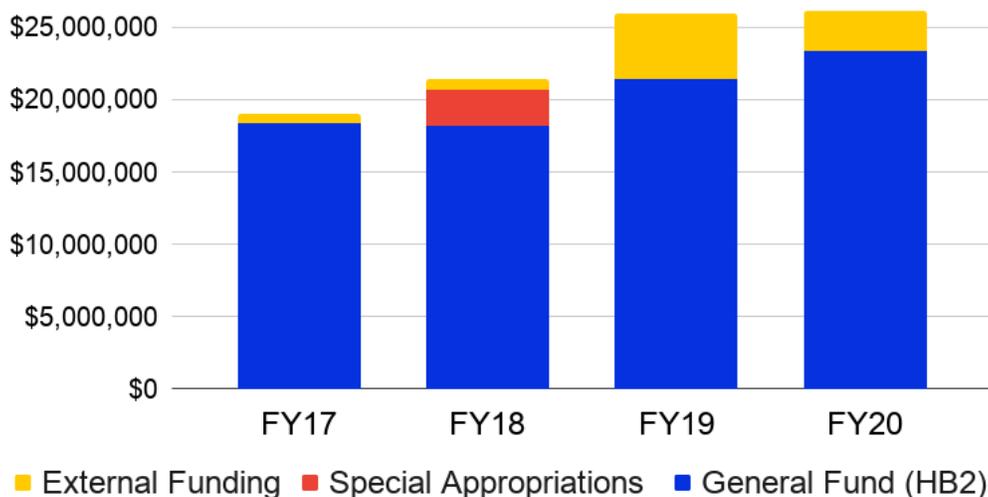
In addition, our office received \$2.5 million in special appropriations intended to create a data-driven prosecution pilot program, to address case backlog, and to provide case prosecution support. Unfortunately, due to a budgetary technicality requiring legislative action, our office has been unable to access approximately \$1.7 million of the special appropriation. However, through temporary budget

measures, our office has utilized all other avenues of funding to ensure the important work funded by the special appropriation continues unimpeded.

Even the above increase in budget has not been enough to implement much-needed institutional and procedural changes. During this time, our office secured federal money to fund initiatives involving community prosecution and sexual assault kit prosecution (see “Continuing Reform,” pgs 36-27). We also received local and federal grants for victim-focused work. Between Fiscal Year 2017 and Fiscal Year 2020, our office has marshalled approximately \$7.4 million in external funding and has formed many invaluable partnerships with local, state, and national organizations, institutions, and stakeholders.

At the 2020 Legislative Session, our office is requesting \$1.45 million in special appropriations for Restorative Justice and an Independent Investigations Bureau and an additional \$1.52 million in base budget increase and expansion monies for personnel and contracts. We have also requested the necessary language change in House Bill 2 (HB2) to ensure we have full access to the 2018 special appropriation.

**Funding Increase FY17 to FY19**

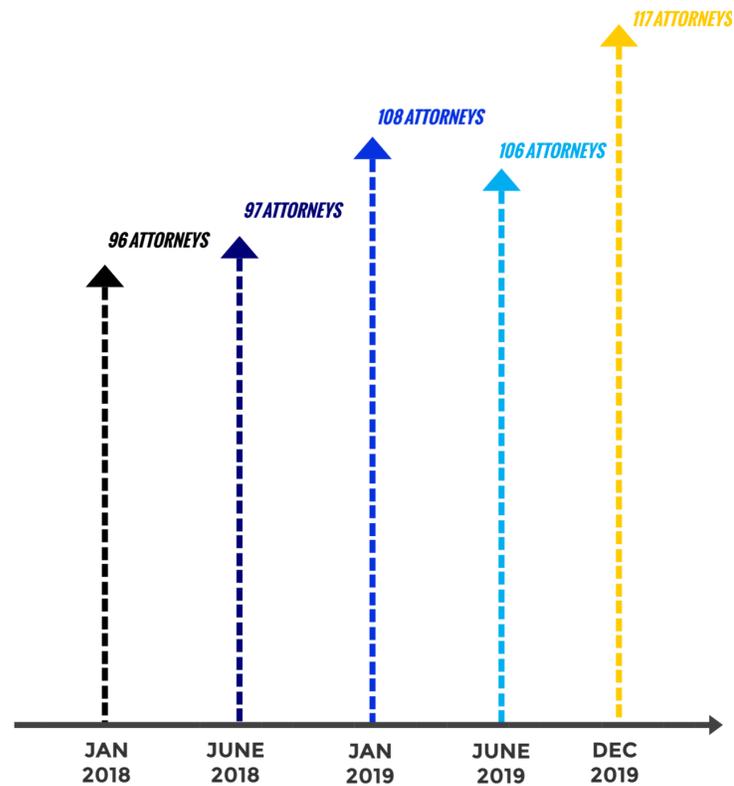


# Recruitment and Retention

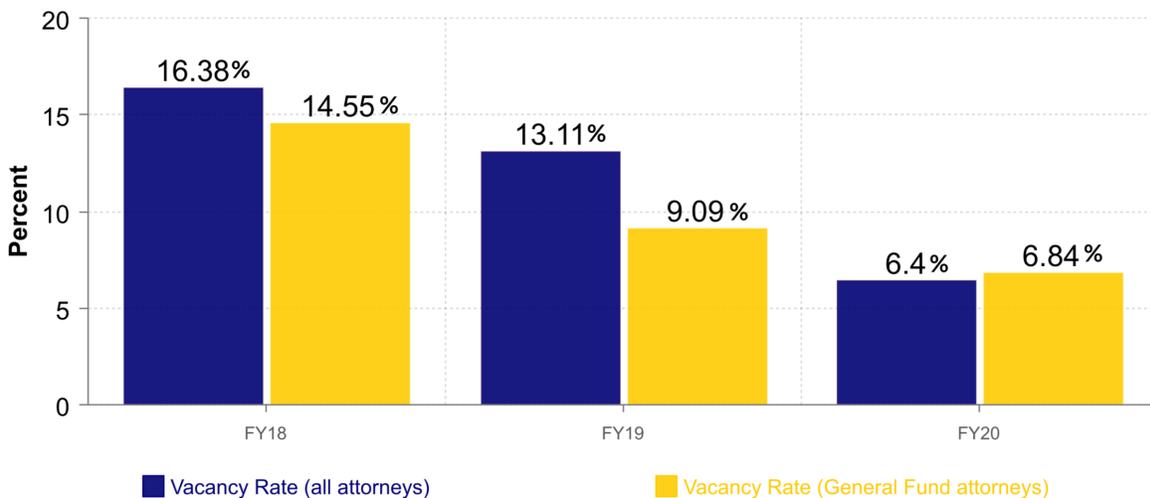
In September 2018, when our office submitted its Fiscal Year 2019 appropriation request, the vast majority of our employees were making hourly rates below midpoint. With this historically low pay, we were unable to recruit and retain the most experienced prosecutors and support staff. Many attorneys viewed our office as a training ground in which to gain experience and leave for more lucrative jobs. While our office still struggles with recruiting seasoned prosecutors, the office has been able to recruit less experienced attorneys to our office with higher entrance salaries. Our office has also raised salaries of existing employees in the hopes of retaining quality personnel.

Our hiring team stopped recruiting attorneys between June 2019 and September 2019 because general fund monies were needed to pay the 8 employees typically paid with special appropriation funds after those funds were rendered inaccessible. After the New Mexico State Board of Finance approved an emergency loan, the office aggressively recruited for critical attorney positions that had been held vacant.

## ATTORNEY LEVELS



## Attorney Vacancy Rate



 All attorneys includes general fund and grant fund positions.

 Due to position reclassification, our office has increased the number of available general fund attorney positions in FY20.

# Community Support

The community partnerships and volunteers affiliated with our office are vital to our work, increasing our capacity to obtain justice for countless victims and improve public safety in Bernalillo County. We have a robust volunteer program through the Victims Services Alliance. Volunteers make phone calls to victims the day after an incident, even on the weekend. Currently, we host 28 active community volunteers and 6 non-profit based advocates from the Domestic Violence Resource Center and Resource Center for Victims of Violent Death. Each community volunteer works at our office for a minimum of 16 hours per month, and they collectively average between 150-250 victim contacts per week.

In November 2019, our office hosted attorneys from the New Mexico Trial Lawyers Association for a sexual assault prosecution training. They are now assisting in the prosecution of cases resulting from the untested sexual assault evidence kit backlog (see “Continuing Reform: SAKI,” pg 37). Their skills and expertise are invaluable in prosecuting some of the most destructive crimes in our community. Since the training, approximately 20 cases have been assigned to these volunteer special prosecutors.

Technical volunteers— data scientists and coders from local technical institutions— volunteer at our office every other Saturday, supporting our efforts to become increasingly data-driven. They lend their time and knowledge to renovating our system architecture and workflow and building tools for crime analysis and data access. Other associated volunteers help prepare case files for storage and destruction.



## VOLUNTEER CORPS



**Victim Advocate Volunteers**



**Special Prosecutors**



**Technical Partners**



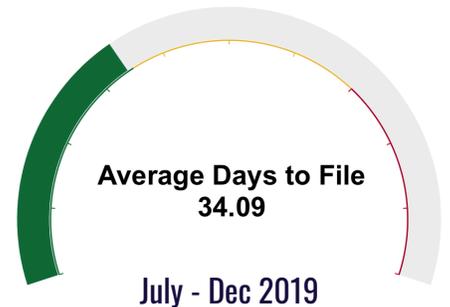
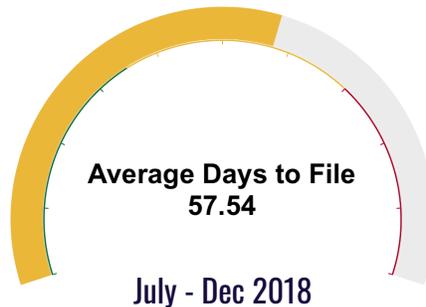
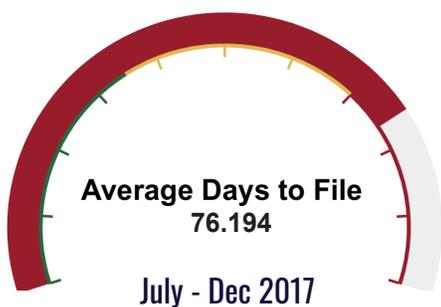
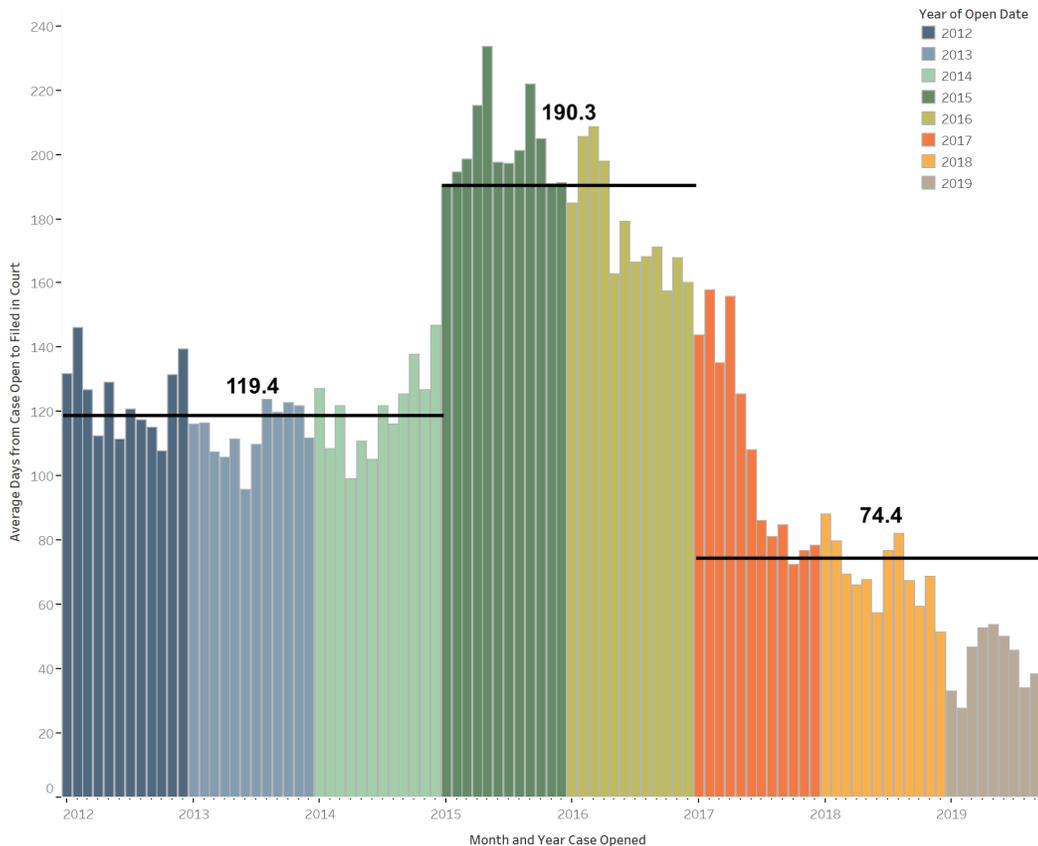
*Volunteer special prosecutors are sworn in after a November 2019 training.*

# PERFORMANCE

There are countless ways to measure the performance of a prosecutor's office. The Bernalillo County District Attorney's Office receives approximately 25,000 case referrals per year, about 8,000 of which are felonies. The number and relative experience level of the attorneys and staff in the office also contributes to case outcomes. A principle difficulty in evaluating performance is that data in the criminal justice system has traditionally been siloed across various involved stakeholders and inaccessible for the purposes of analysis. Our office has been working with several technical partners to build our data architecture, increase data accessibility, and allow us to create and understand various metrics.

Our office emphasizes victim-focused and data-driven decision-making, with a holistic view of both our work and the challenges inherent in the overall system. In the following section, we present a selection of various key metrics: speed of case initiation, speed of victim contact, and conviction rate at jury trial. Conviction rate may seem like a conventional metric to gauge the success of the District Attorney's Office; in fact, national standards and best practices indicate that this is not the case, thus we present a limited and nuanced report of conviction.

## Average Days to File



# Case Initiation

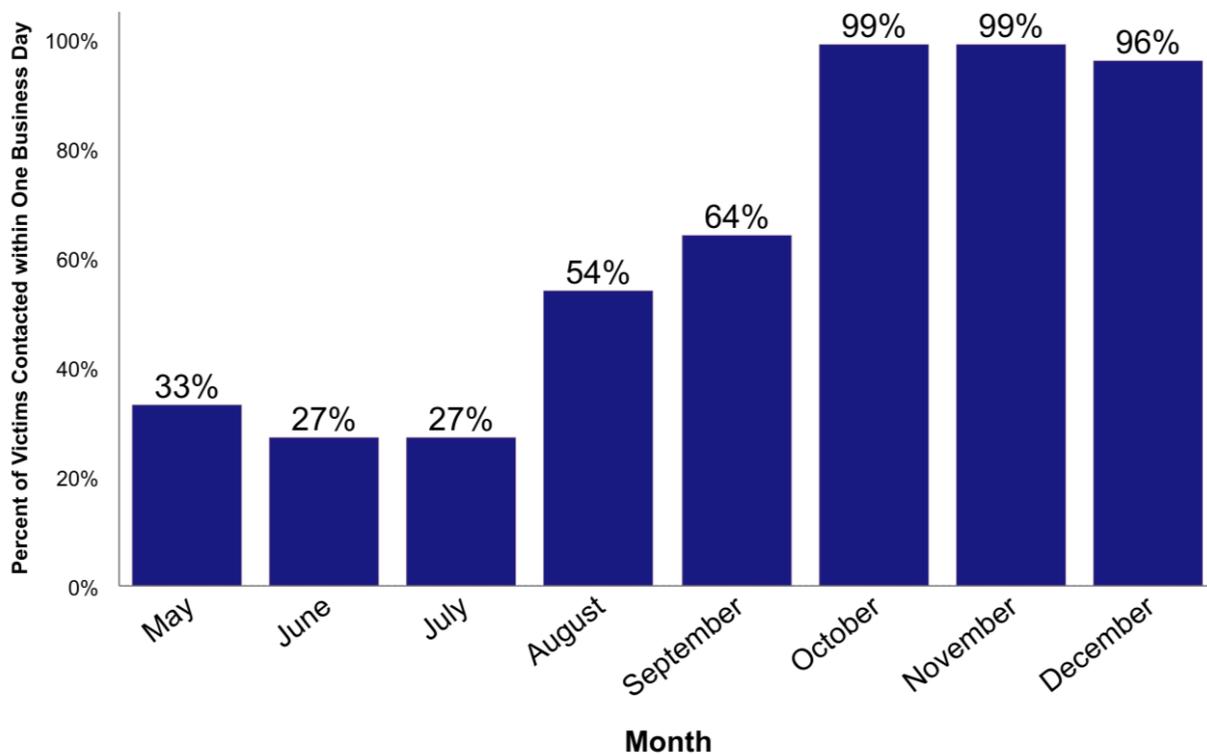
Case initiation speed is a powerful deterrent for many low and mid-level criminal offenders. The swiftness and certainty of punishment can outweigh severity for all but the most violent defendants. Our office has succeeded in significantly reducing the average number of days before case filing; at its peak, it took an average of 190 days to file a case while the last 6 months resulted in an average filing speed of 34 days, a reduction of approximately 82%. Filing speed increases correspond to a reduction in crime.

# Victim Support

Speed is important not only to case initiation, but also with respect to the time between a domestic violence incident and our office contacting the victim. Historically, due to the overwhelming case load on both prosecutors and victim advocates employed by our office, we have struggled with attempting victim contact in a timely manner. However, we made it a priority to reemphasize our values and reinvest in our efforts to serve victims of crime. Changes in procedure and staffing and the formation of the Early Contact Unit have had an outsized effect in ameliorating this problem (See “CSU: Research and Development,” pg 14). The percentage of victims contacted within one business day of an incident has been steadily improving over the last several months. At the end of December 2019 that percentage had increased to 96%.

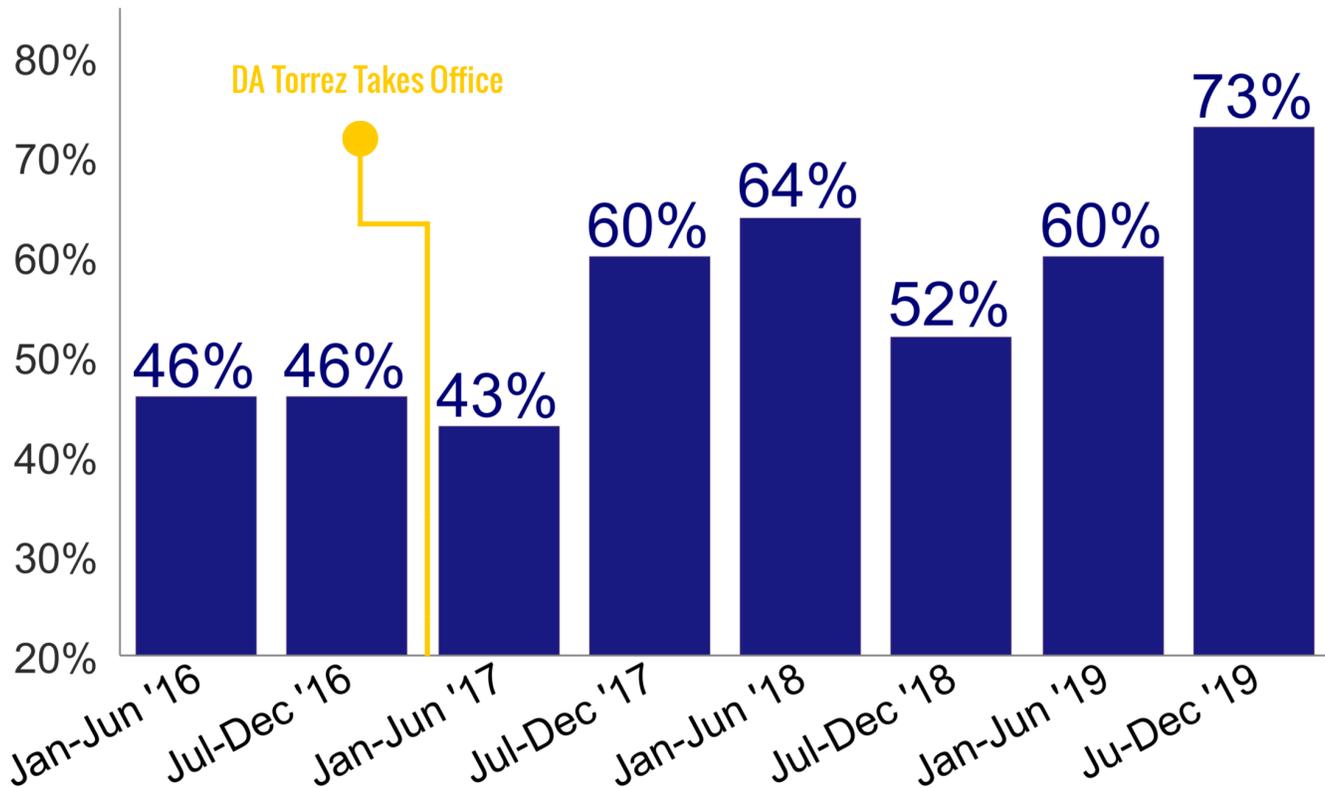
## DV Victim Contact within One Day

Arrest Cases, May - December 2019



# Conviction Rate

## Conviction Rate at Trial Percent Guilty

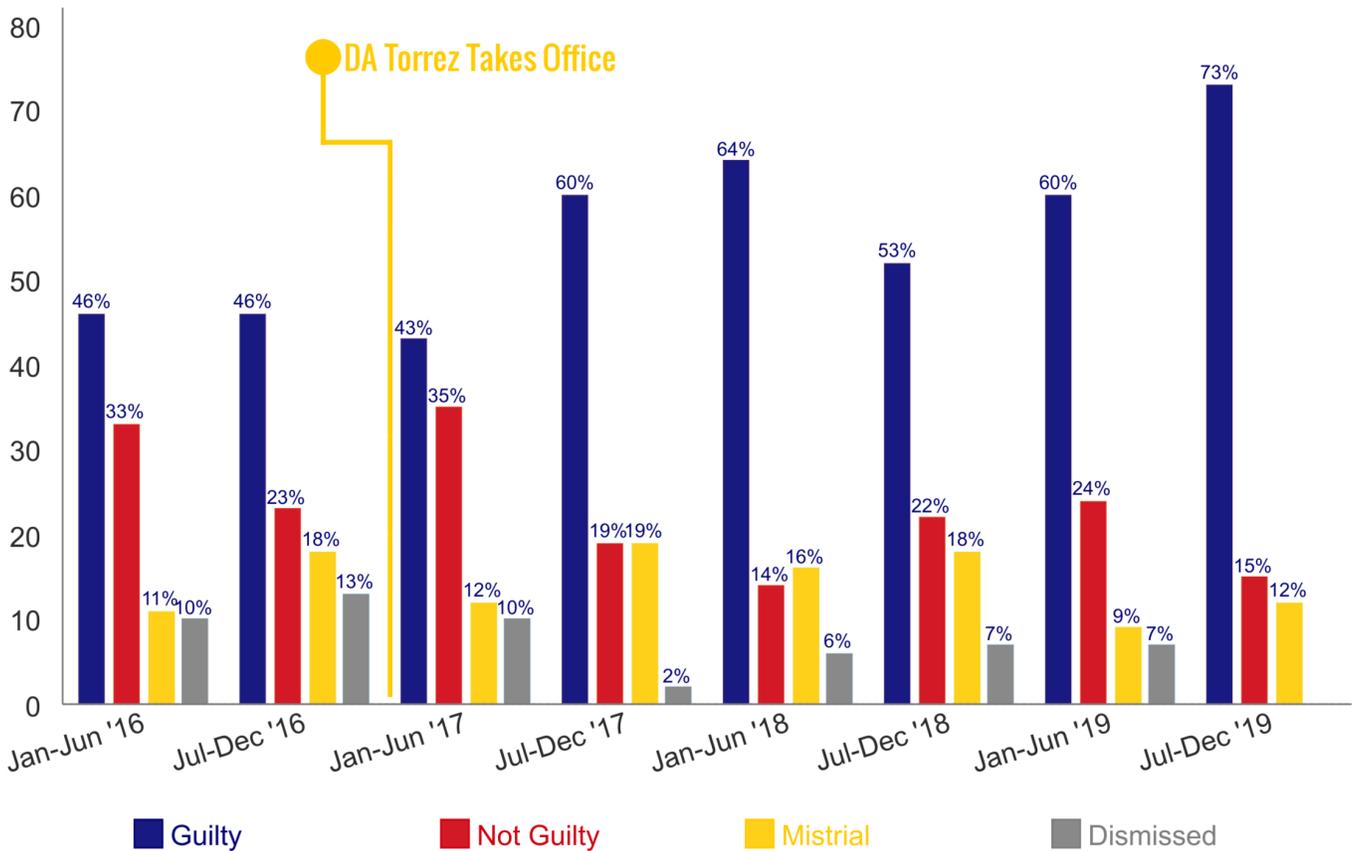


## Calculating Conviction Rate

To calculate conviction rate and trial outcome percentages, our office compiled a list of all jury trial settings between January 1, 2016 and December 31, 2019 at the Second Judicial District Court from Odyssey, the courts' data system. The team then manually searched, printed, and categorized the outcome of every setting. The resulting tallies of each category form the basis of our felony trial conviction rate. Nationally, conviction rates are calculated based on an adjudication of guilt on any count in a case submitted to the trier of fact. Mistrials not counted as a loss and instead an "alternate category" (see Appendix: Letter on Conviction Analysis — APA).

"Guilty" includes cases that had at least one count adjudicated guilty at trial as well as cases with a guilty plea at trial. "Not guilty" includes cases that had at least one count adjudicated not guilty at trial and no counts adjudicated guilty. "Mistrial" includes cases with at least one count that resulted in a mistrial with no counts resulting in a guilty or not guilty at trial. "Dismissed" includes cases that were either court- or prosecutor-dismissed with no other outcome.

# Trial Outcomes



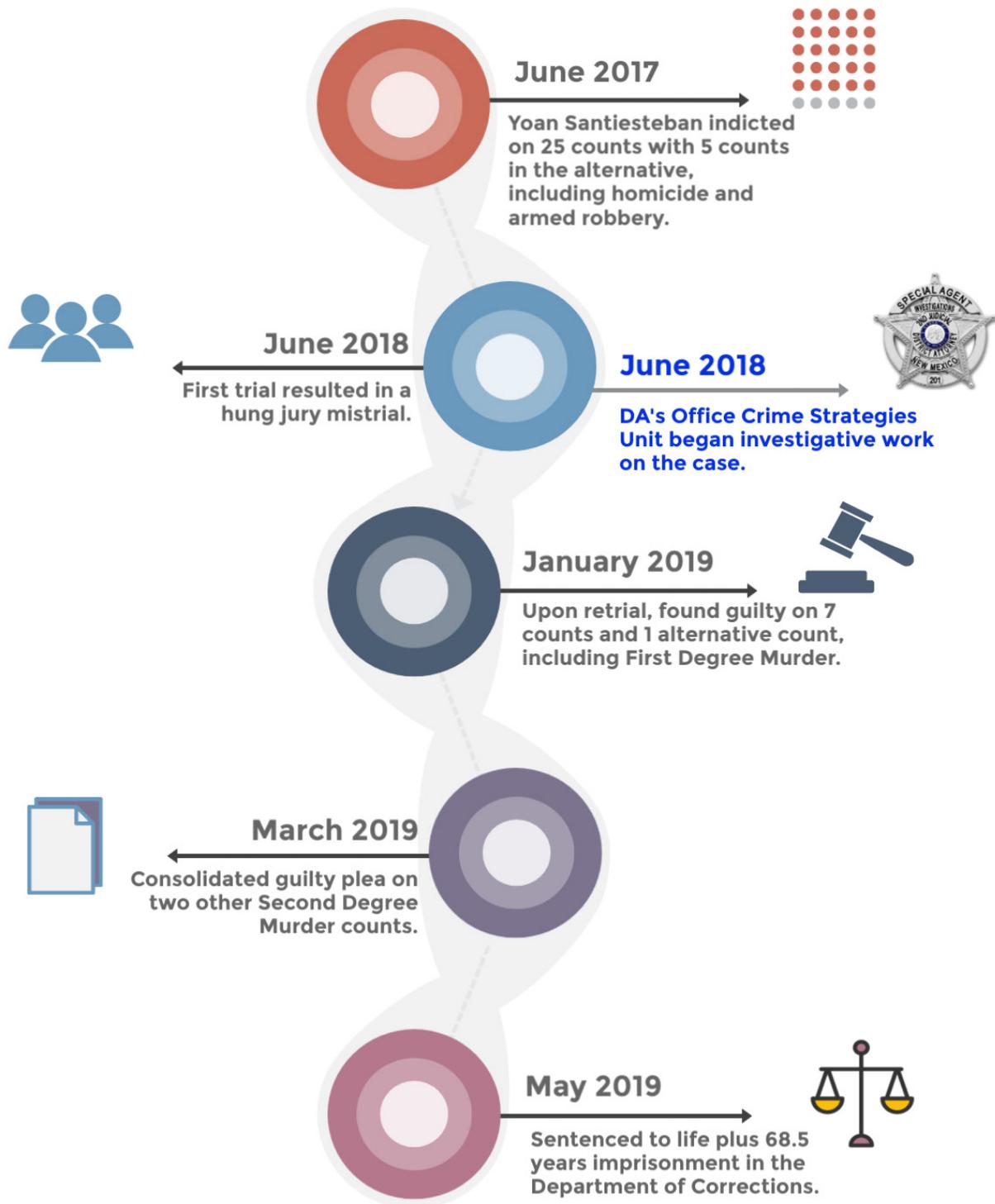
Over the four fiscal years represented, these data show that our office’s performance is improving significantly. Notably, cases categorized as guilty have increased by 30% from the beginning of this administration in January 2017 until now. A similar improvement over this time period can be seen in the decrease in acquittals, which are down 20%.

We caution against over-emphasizing conviction rate as a metric, particularly conviction rate at trial. The Association of Prosecuting Attorneys (APA) advises that, “in the national discourse on model prosecutorial practices, conviction rates are not considered a reliable method of assessing prosecutorial performance,” (see Appendix: Letter on Conviction Analysis — APA). The percentage of cases that go to trial, out of the total number of felony referrals our office receives, is very small. Using conviction rate as a primary performance metric can also have the unintended consequence of creating perverse incentives to maximize easy-to-prove non-violent drug possession cases at the expense of more difficult and more dangerous cases involving child abuse and sexual assault.

The case on the next page demonstrates both the complexity of cases and counts proceeding through the jury trial system as well as the success of CSU’s investigative support in securing a guilty conviction.

# Case Study: Timeline

Yoan Pena Santiesteban



# Case Study: Conviction

Yoan Pena Santiesteban



Conviction rate by case or by defendant is preferable to conviction rate by charge, which distorts the reality of a guilty adjudication and overall office performance. A defendant cannot be partially convicted, regardless of the number of charges or cases against that person. In addition, due to the complex nature of charging cases, in some cases a full conviction by count is legally impossible. Similarly, it is misleading to calculate conviction rate by including every trial attempt and mistrial in a single case. The categorization of a mistrial depends on what events follow it— be it a retrial or other case closure mechanism. The example above shows how conviction rate by charge, trial attempt, and defendant change for the Santiesteban case (see Conviction Case Study on the left).

# CRIME STRATEGIES UNIT

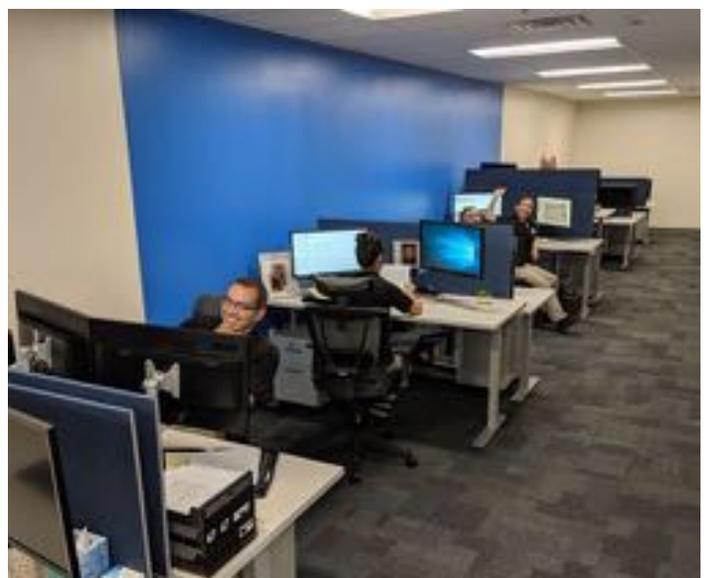
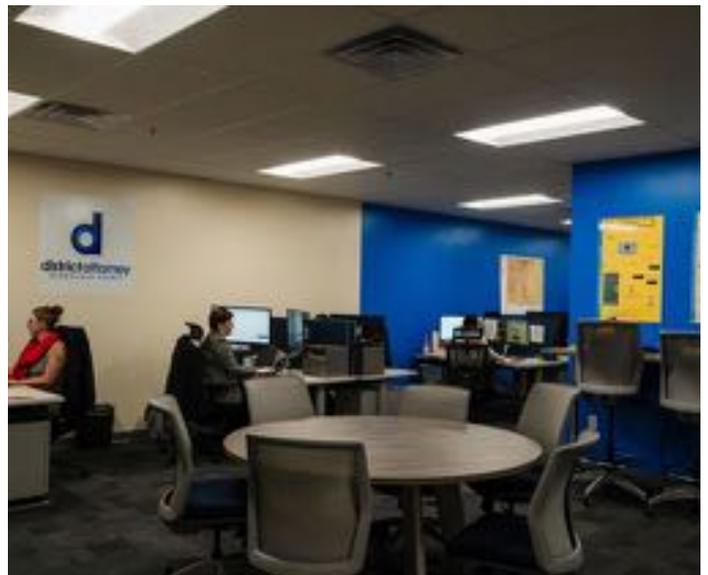
The Crime Strategies Unit (CSU) is a team of application developers, crime analysts, and sworn law enforcement officers housed inside our office. Together they develop and utilize cutting edge technologies to improve internal processes such as victim contact, identify criminal networks, and enhance cases for prosecution. What makes CSU different than others is the seamless fusion of the work of our analysts and law enforcement special agents. Working together, the special agents immediately operationalize the insights and leads from the intelligence gathered by the analysts.

After receiving the first part of the data-driven prosecution special appropriation from the New Mexico Legislature, the team comprised one special agent, three analysts, and one coding expert housed in a converted storage closet in our office. As the program developed, CSU expanded its staff, office space, accessible tools, and consequently its capabilities to develop new tools and processes, conduct strategic analysis, and enhance case prosecution.

*Before*



*After*



# CSU: Research and Development

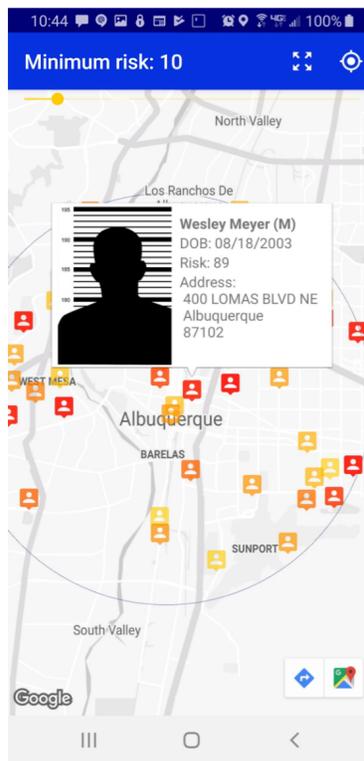
## FUGITIVE FINDER



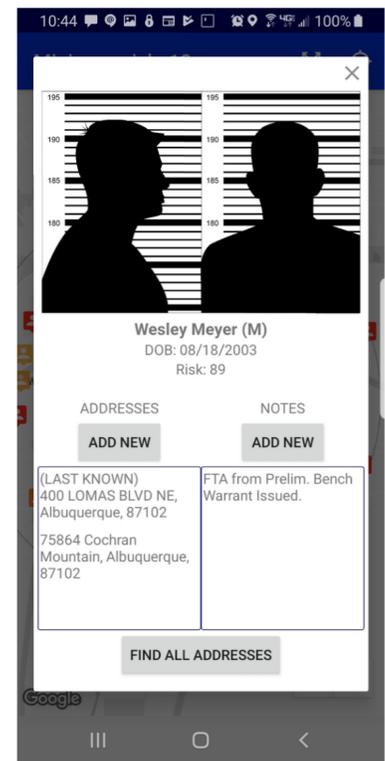
The Fugitive Finder App is a platform for alerting officers to the last known location of suspects who have outstanding bench warrants. The app allows the user to view all warrants within a specified distance from their current location. It was developed inside our office by a team of dedicated coders who are working hard to make tools that enhance our work at every stage.



The app uses HTTPS to encrypt communications and requires a login



Any updates to the warrant database are automatically pushed to the app, allowing users to see the most current available data



The user is able to add notes and update addresses that all other users will be able to see

# CSU: Research and Development

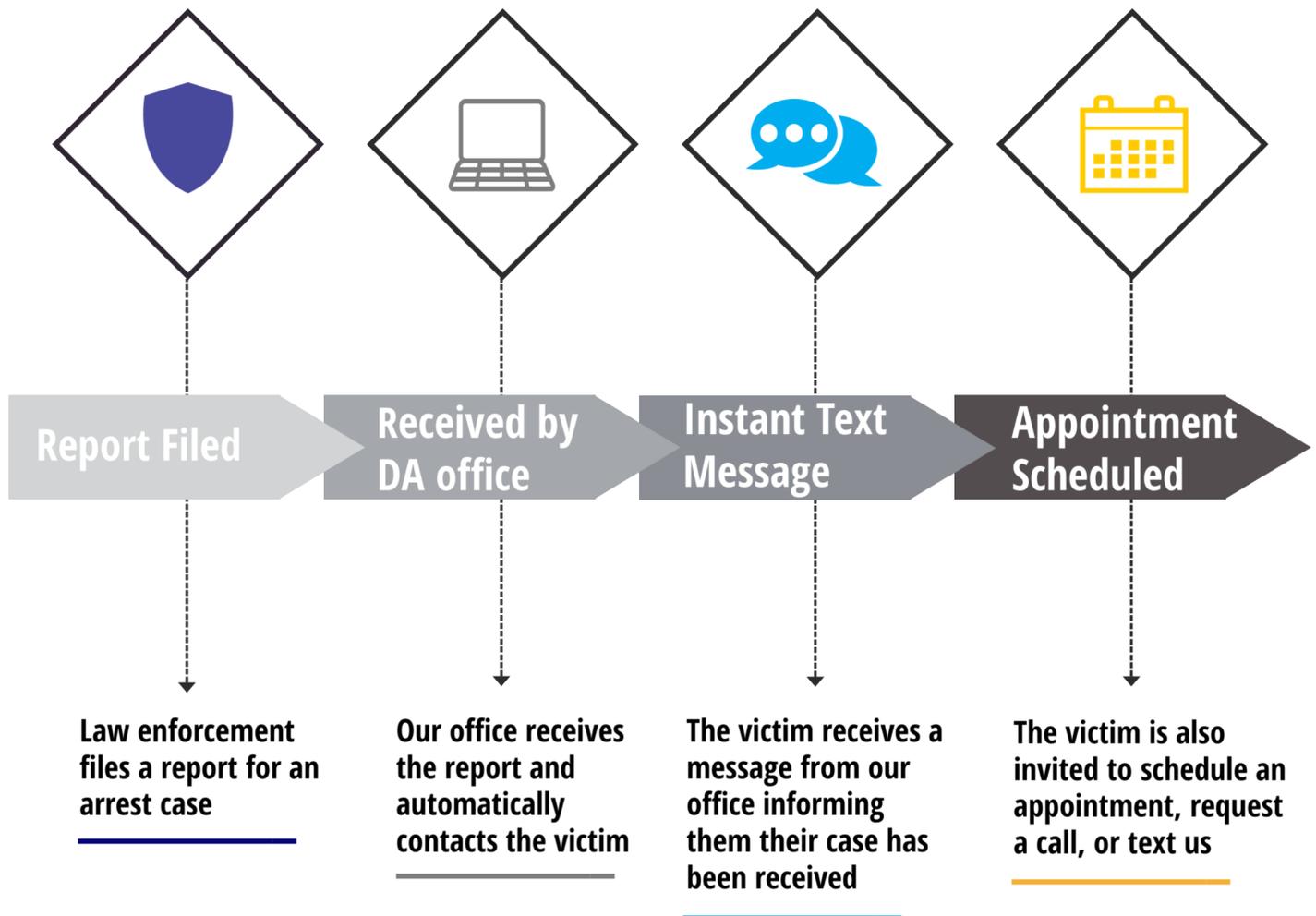
## Improved Domestic Violence Victim Contact

The earlier a victim is contacted in the process of a criminal case, the more likely they are to be cooperative with the prosecution of that case. In domestic violence cases, victims are often under some combination of physical, emotional, and financial control by the abuser, so it is difficult to encourage cooperation with our office. This problem is further exacerbated by the passing of time between incident and contact. Therefore, our Early Contact Unit, working closely with CSU and the Victim Resource Center, has implemented an interconnected set of systems to improve contact speed and quality. These improvements include the utilization of dashboards for tracking internal and external metrics to refine the victim contact process, and the creation of automated messaging to victims upon receiving criminal complaints for arrest cases. The percentage of victims contacted within one business day of an incident has been steadily improving over the last several months(see “Victim Contact Speed”, pg.7) .



# CSU: Research and Development

## Automated Victim Contact



Auto Reply

2:51 am

We are the DA's office and want to help guide you through the many paths that are available to you! Click below or reply

<http://slkt.io/HSz/37787803>

*Example of the automated message sent to victims of domestic violence.*

# CSU: Strategic Analysis

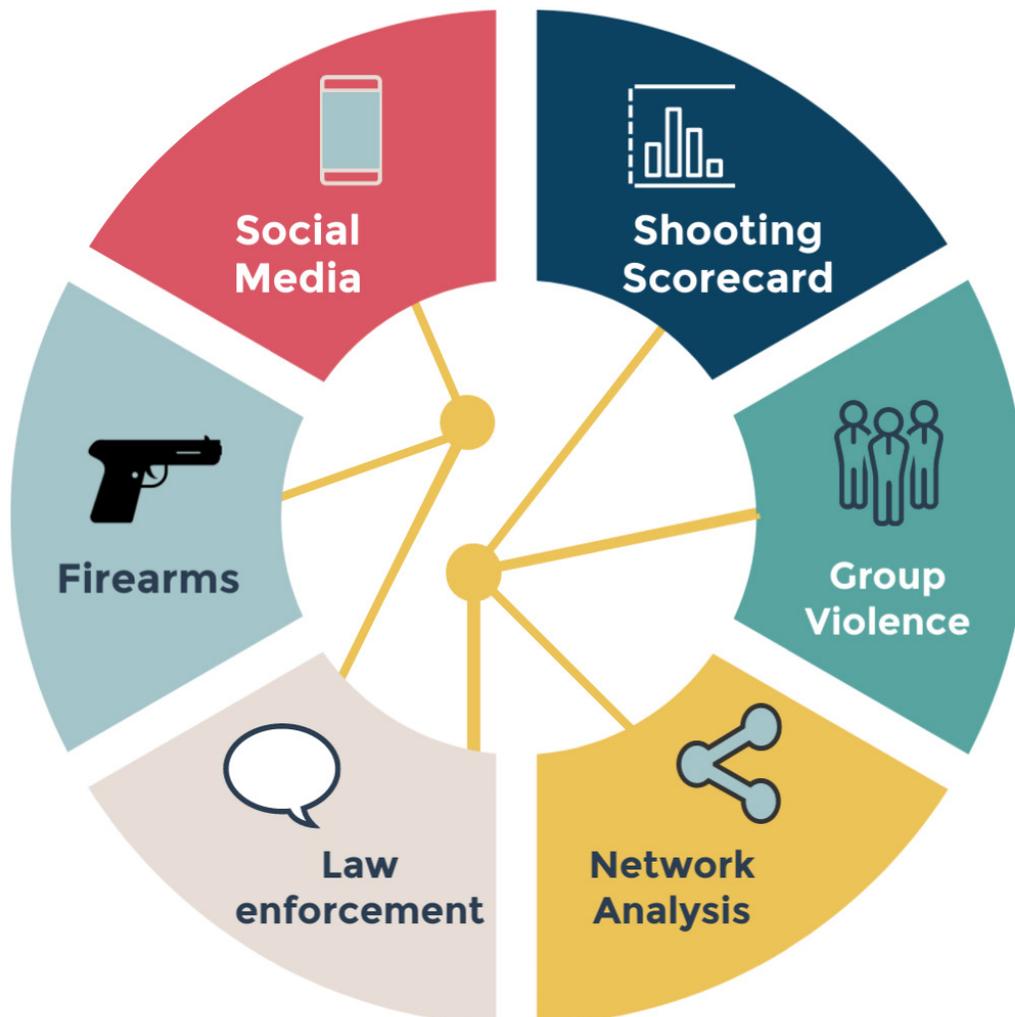
According to the National Network for Safe Communities at John Jay College, as much as 60-70% of a city's violent crime is committed by 0.5% of its population, individuals who are likely to be connected with a group. Gun crime reduction strategies must focus on these few high-impact, violent offenders, their networks, and their operations.

CSU conducts comprehensive, macro-level analysis of crime networks in Bernalillo County, tracking all shootings in our jurisdiction and offender and victim group affiliations. Analysts meet bi-weekly with law enforcement agencies to compile the Shooting Scorecard, the only up-to-date list of all shootings in the county. The Scorecard is unique because it includes, for every incident, the motivations and

possible group affiliations of offenders using databases and social media.\* This facilitates the identification of county-wide gun crime trends.

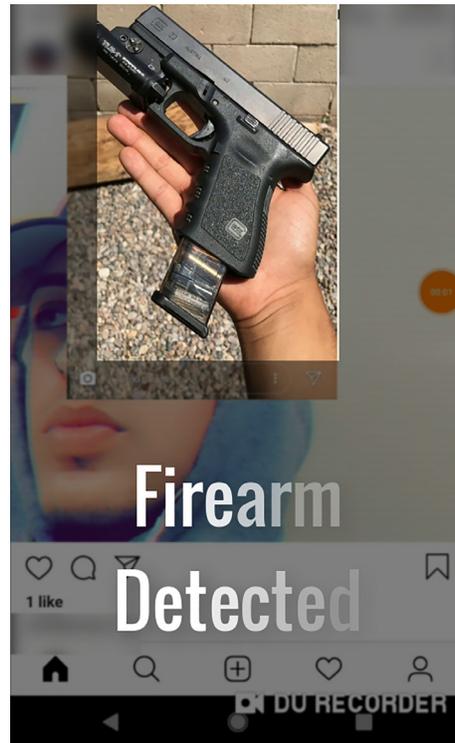
Through our ongoing partnership with the Institute for Complex Additive Systems Analysis at the New Mexico Institute of Mining and Technology (NM Tech), data is further analyzed to generate visualizations of networks and connections among individual defendants and witnesses.

\*The Shooting Scorecard is a working document and contains preliminary data. CSU analysts frequently update and reclassify the data it contains when more information emerges about a shooting.





*CSU analysts collaborate with law enforcement agencies to develop the Shooting Scorecard.*



*Examples of our social media analysis of shooters and their networks. The center image is an example of one of many technologies developed in collaboration with technical volunteers from Sandia National Labs. It is used to detect objects such as firearms, drugs, and money in videos and images. These efforts improve the efficiency of CSU analysts in solving crimes and disrupting criminal networks.*

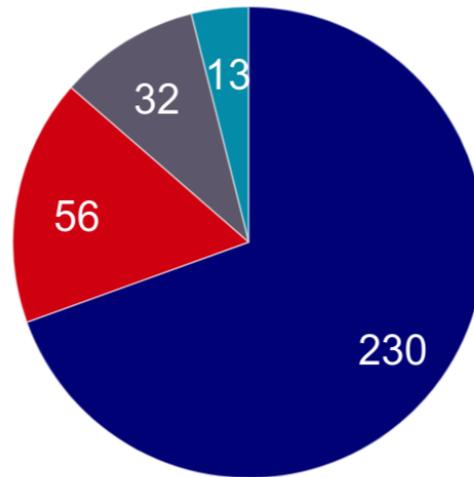
## Shooting Scorecard



# 331 shootings

in Bernalillo County in 2019

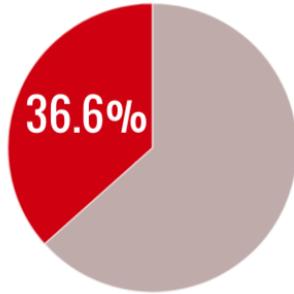
- Shooting (Injury)
- Gun-Related Homicide
- Suicide (Death/ Injury)
- Other



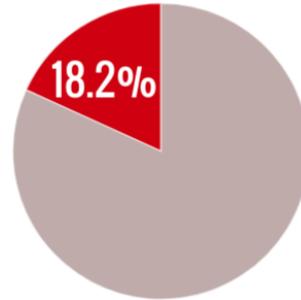
MOTIVATION	INCIDENTS
Altercation (non DV, non gang)	54
Accident	52
Gang-Related	43
Unknown	36
Drugs	33
Suicide	32
Robbery	30
Domestic Violence	15
Road Rage	11
Other	25

## Shooting Scorecard

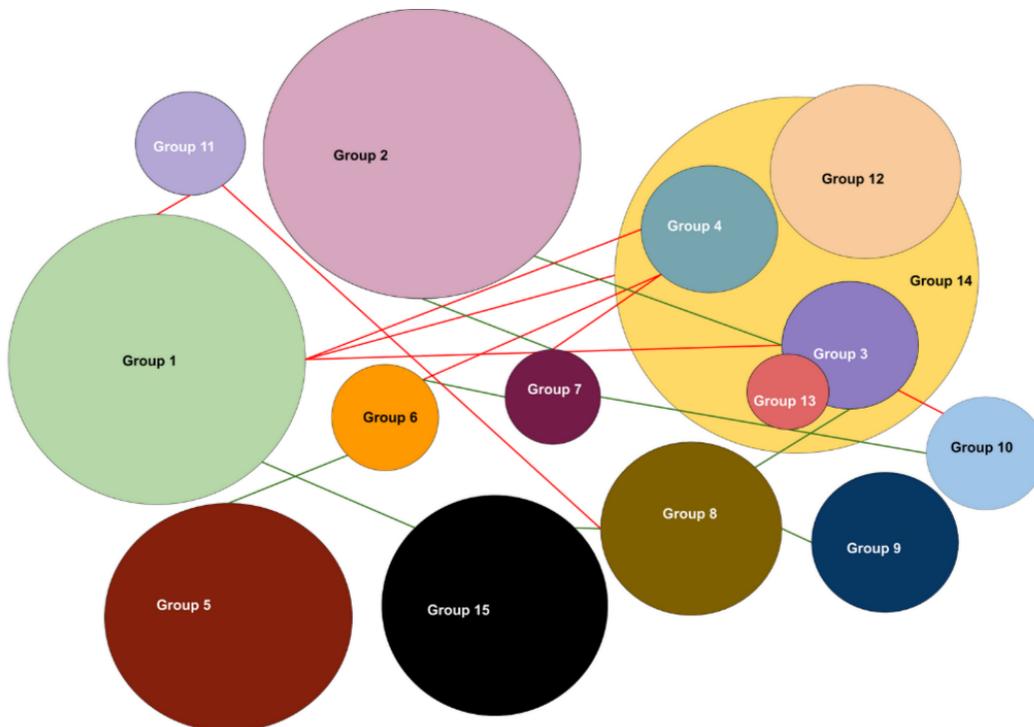
Percent of Cases with Suspect in Gang



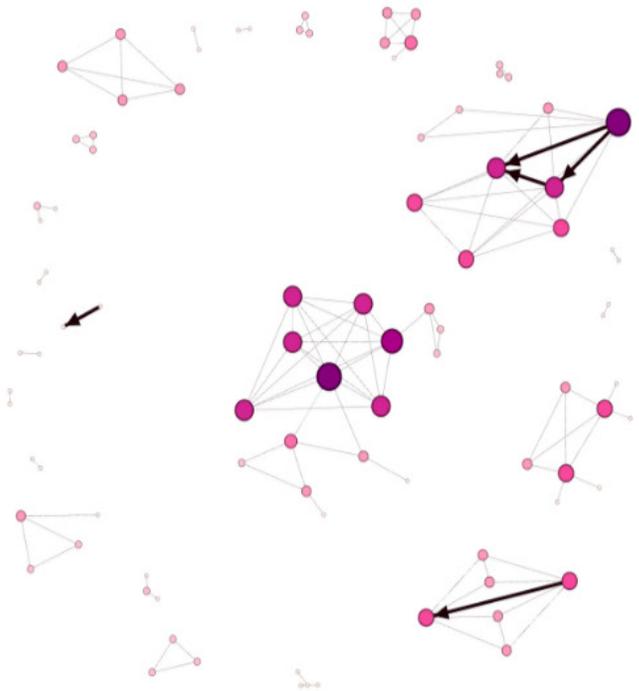
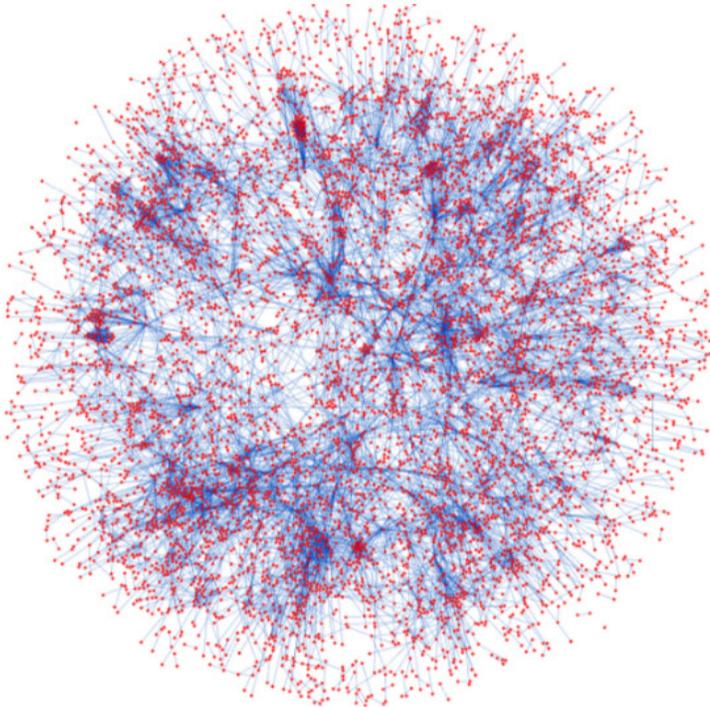
Percent of Cases with Victim in Gang



TOP 5 GROUPS	TOTAL	VICTIM	SUSPECT
Group 1	18	6	12
Group 2	16	10	6
Group 3	10	8	2
Group 4	9	5	4
Group 5	8	5	3

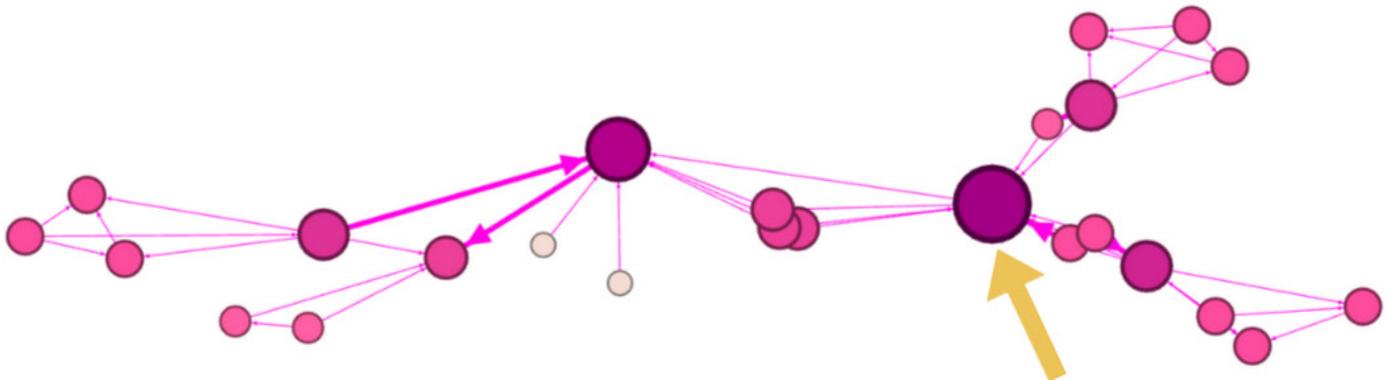


## Finding Groups & Networks



Sample visualization of criminal networks generated from inputting all available law enforcement records.

Visualization of group-level networks using the information contained in the Shooting Scorecard.



Operationalization of the information from the Shooting Scorecard and NM Tech's network analysis. This is used to help make individual enforcement decisions. The arrow indicates an individual, part of a known group, who has just been arrested.

# CSU: Case Enhancement

## Alamosa Shooting



A shooting occurred at the Alamosa Community Center while the center was open for the day. No one was injured but children were present in the building when it was hit by bullets. The shooters fled before police arrived. Using only the surveillance footage, our analysts were able to identify one of the shooters and consequently charge both shooters.

## Social Media Analysis

Focusing on the unique yellow jacket worn by one of the shooters in the video, analysts were able to identify the shooter through a known violent group member's social media accounts.



## FINDING CONNECTIONS

Three days later, a separate shooting occurred outside of a nightclub. Upon securing a warrant for personal cell phone data, analysts discovered a photo of the Alamosa shooter in the yellow jacket. This photo verified the identity of the second shooter who was responsible for the nightclub shooting as well.

## ARRESTED

Both shooters have been charged with Aggravated Assault with a Deadly Weapon.

# CSU: Case Enhancement

## Forensic Genealogy

### 1. DNA Collected

DNA is collected from a crime scene but no match is found in the CODIS database.



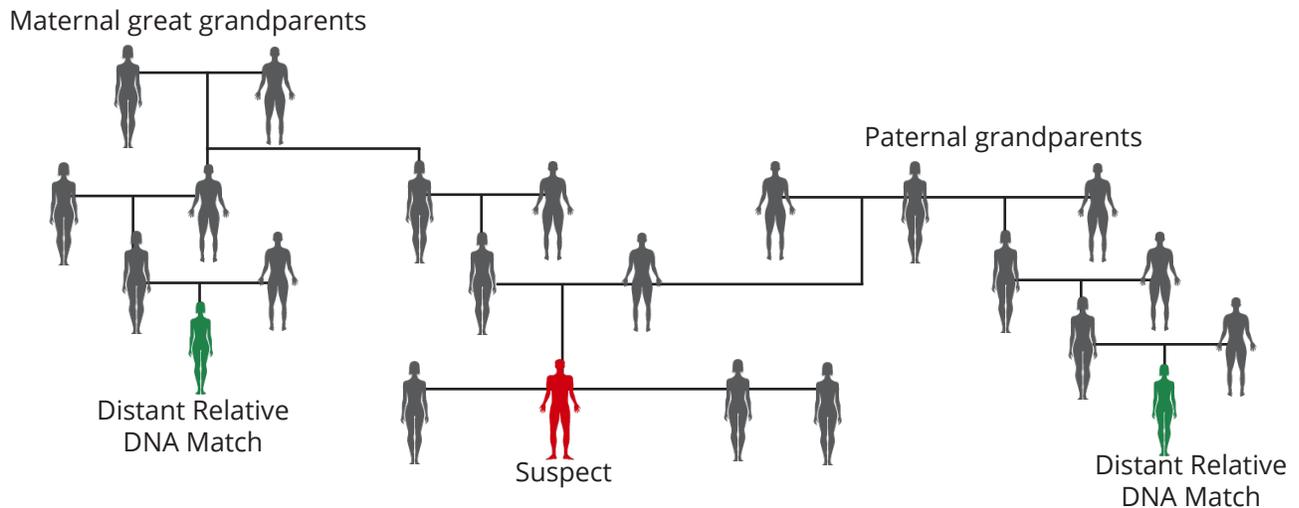
### 2. GEDmatch

Crime scene DNA is run through GEDmatch database and results show shared DNA with relatives.



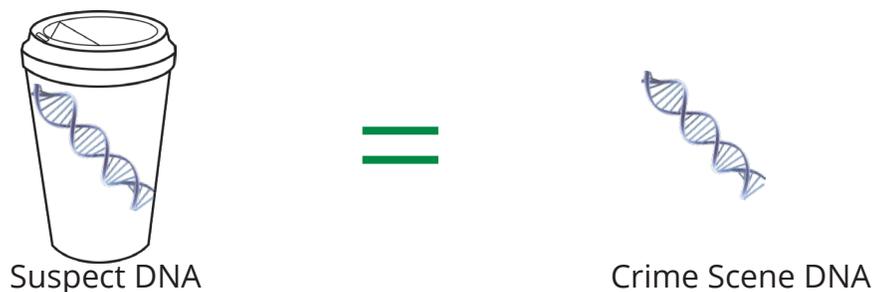
### 3. CSU Reconstructed Family Tree

In order to identify the suspect, CSU reconstructs the family tree of the identified relatives of the suspect.



### 4. DNA Match

Detectives collect DNA from a discarded cup and confirm that it matches the DNA from the crime scene.



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### Genealogy site helps investigators close cold case

BY ELISE KAPLAN / JOURNAL STAFF WRITER

Published: Thursday, January 16th, 2020 at 11:08am

Updated: Thursday, January 16th, 2020 at 8:46pm

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A sketch drawn by the victim of her attacker compared to an undated drivers license photo of the suspect. (2nd Judicial District Attorney's Office)

For the first time in New Mexico, an offender has been apprehended using the forensic genealogy procedure outlined on the preceding page. In conjunction with the Bernalillo County Sheriff's Office, our office's CSU was able to solve a cold case sexual assault that occurred in 2015. The offender's DNA was found, but could not be identified using the CODIS database. CSU ran the unknown DNA through GEDmatch, an open-source database that accesses the DNA profiles of people who have uploaded them through ancestry and genealogy websites and who have opted to allow access to their data. The closest match was the offender's second cousin twice removed. From there, CSU spent months building multiple family trees comprised of thousands of individuals across the southwestern United States and arrived at a suspect, who matched the victim's description of the offender and had other key identifiers, such as proximity to the incident. CSU accessed a sample of this suspect's DNA and compared it to the unknown offender's, resulting in a match and recent arrest.

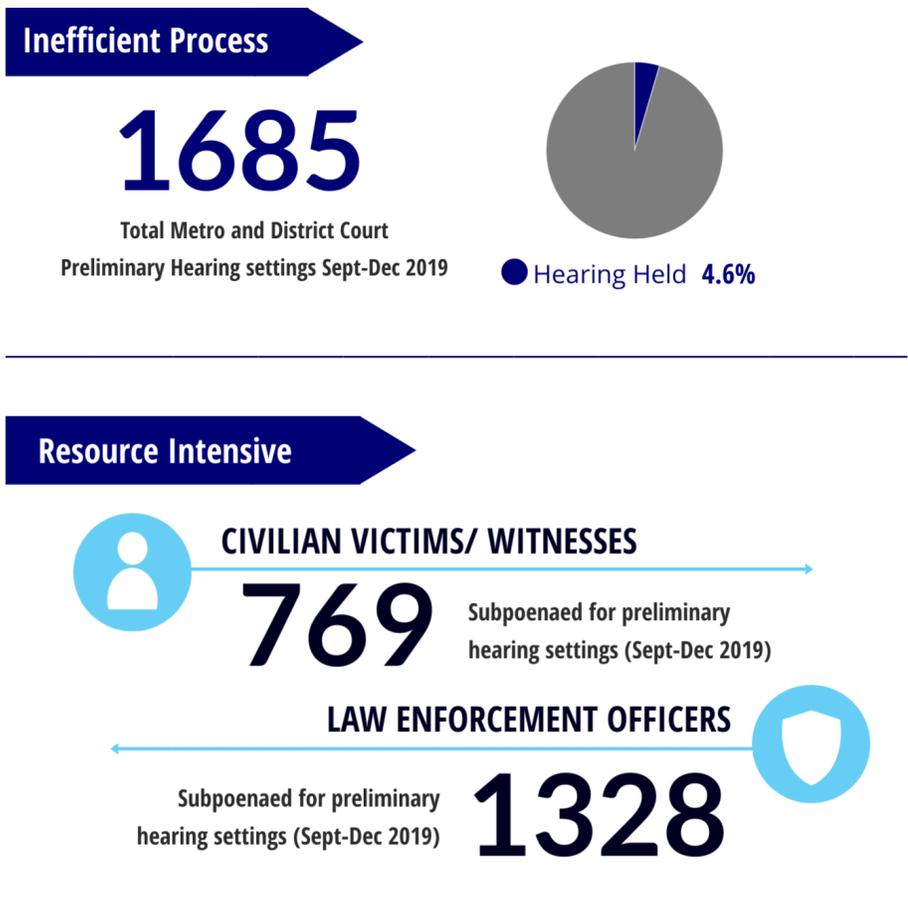
Our office hopes to replicate this success in other cases and assist jurisdictions state-wide. There are certain best practices used when identifying cases on which to use this investigative technique which limits the possible cases, but there is hope that we can continue to help resolve open homicide and sexual assault cases.

# CONTINUING REFORM

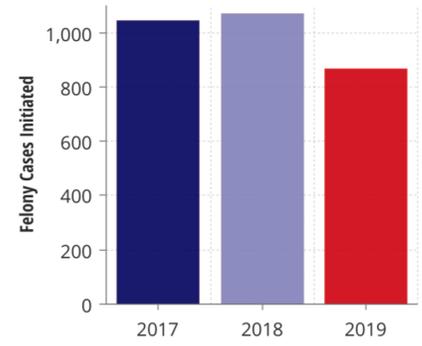
Despite the performance success outlined previously in the report, there are many avenues for improving both the larger system and our office’s operation, critical to ensuring public safety, community trust, and justice, as well as bringing New Mexico and the Second Judicial District in line with national standards. We are facing and making significant efforts to address procedural challenges in both case initiation and pretrial detention.

Our office is presenting several legislative reform proposals at the 2020 New Mexico Legislative Session with the goal of improving protections for victims of crime, enhancing firearm penalties, and amending pretrial detention. Conviction integrity is more vital than ever, given our vast improvements in jury trial conviction rate. It is not enough to simply be successful at trial, but also to ensure fairness and confidence in the system and to mitigate inevitable human error. Finally, we are continuing to work with the community and utilize external funding for several important programs including Community-Based Crime Reduction, the Sexual Assault Kit Initiative, and the Technological Innovations in Prosecution project.

## Procedural Challenges: Initiation



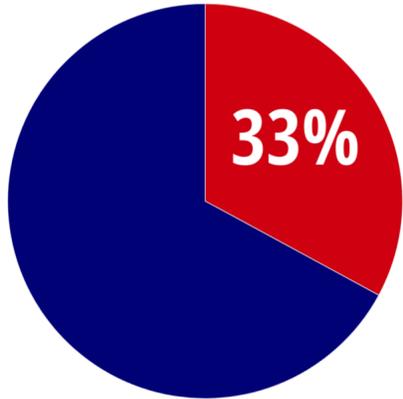
### RESULTING DECLINE IN INITIATION



**~20%**  
reduction in September-December felony initiations between 2018 and 2019

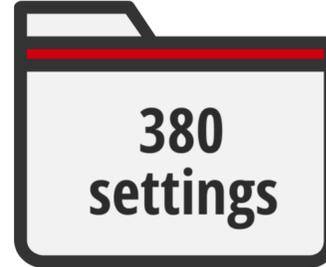
# SEPTEMBER – DECEMBER 2019

## FTA Rate of Out-of-Custody Defendants



● Bench Warrant Issued 32.9%  
● Other Outcome 67.1%

## Unlaunched Cases due to Defendant FTA



for cases that were not formally initiated due to FTA



335 defendants

## Case History

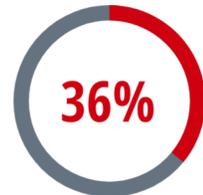
High impact offenders often have multiple cases in their arrest histories and have been charged previously with violent offenses. One offender had 27 unique cases.



365 defendants



1504 cases



36%  
Committed assault or battery

The numbers above demonstrate the difficulties inherent in the preliminary hearing system; nonetheless it has become a more prominent instrument of case initiation due to the court's systematic elimination of our office's grand jury time. We had many concerns with the proposed cuts, and they have unfortunately come to fruition. Prelims are highly prone to failure due to logistical reasons, because they must be full hearings where the rules of evidence apply. If an out-of-custody defendant, a law enforcement witness, a victim, or any civilian witness does not appear in court, the hearing cannot happen and the case is either reset or declined.

Prelims are also a costly burden, straining law enforcement, prosecutorial, and community resources. We have created a team of approximately 15 attorneys and 11 paralegals to handle the unique challenges presented by Metro and District Court preliminary hearings. In addition, more witnesses, including victims of crime, are required to be present in court for longer periods of time, often for hearings that do not even occur, as illustrated by the graphics. All of these factors result in a significantly decreased initiation volume, and there is no evidence that the quality of cases proceeding as felonies has improved.

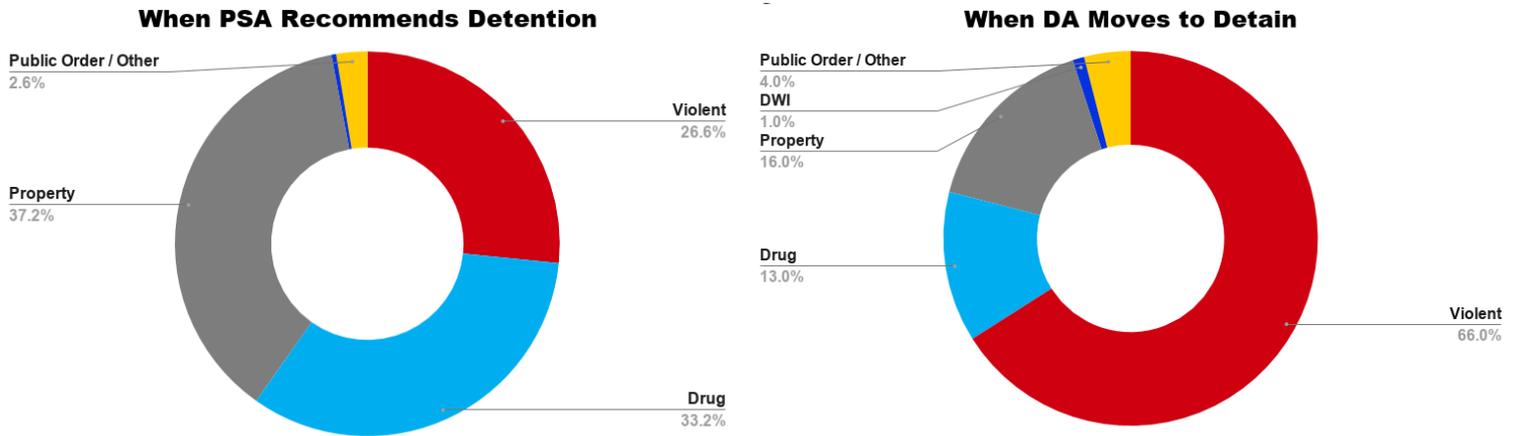
# Procedural Challenges: Preventative Detention

Prosecutors can move for pretrial detention when...

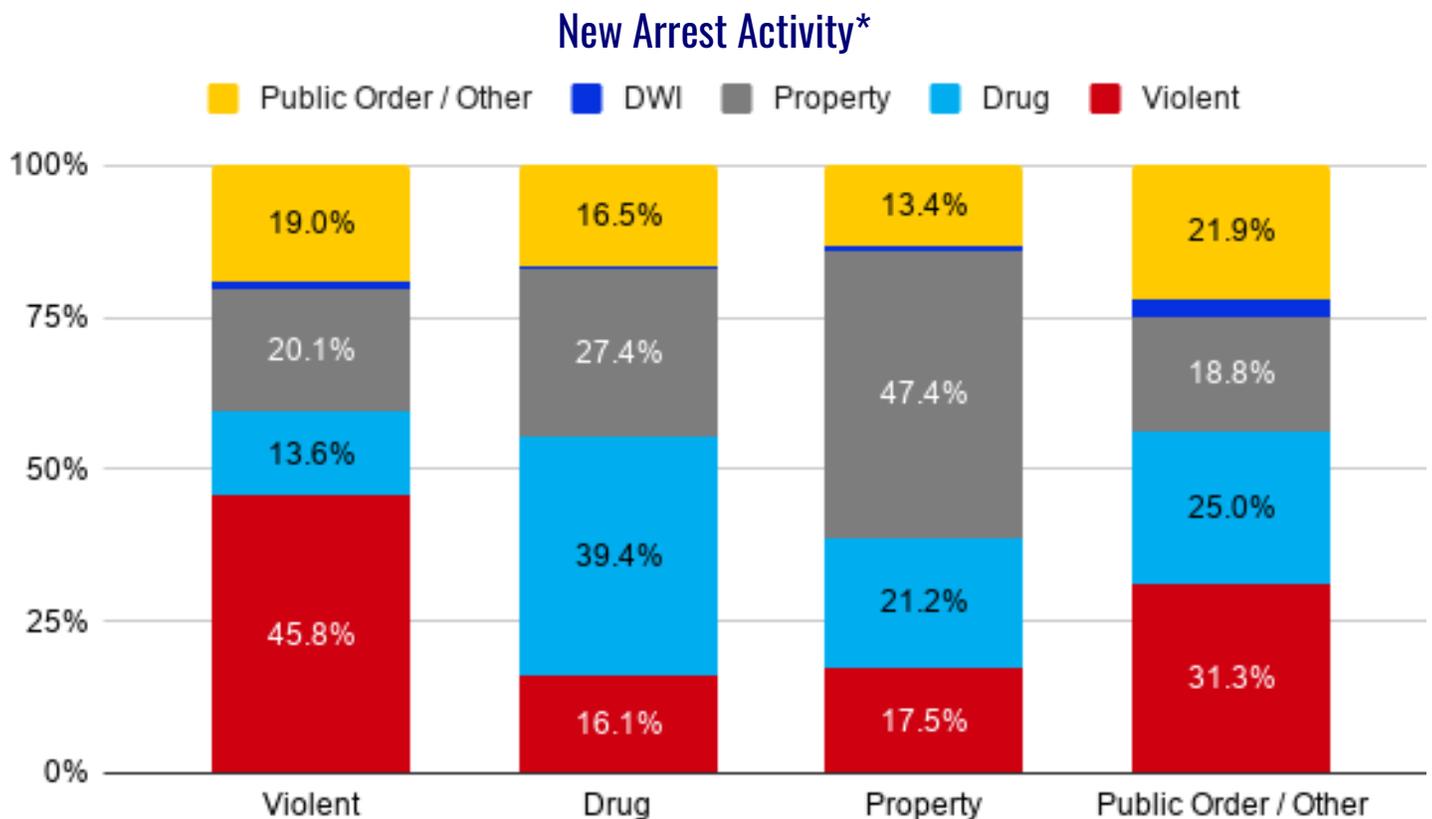
	<b>New Mexico</b> <i>Article II Sec. 13</i>	<b>New Jersey</b> <i>NJSA § 2A:162-18</i>
<b>Dangerousness</b>	“... no release conditions will reasonably <b>protect the safety of any other person of the community...</b> ”	“... no amount of monetary bail, non-monetary conditions of pretrial release or combination of monetary bail and conditions would reasonably assure... <b>the protection of the safety of any other person or community...</b> ”
<b>Failure to Appear</b>		“... no amount of monetary bail, non-monetary conditions of pretrial release or combination of monetary bail and conditions would reasonably assure the eligible <b>defendant’s appearance in court...</b> ”
<b>Obstruction</b>		“... no amount of monetary bail, non-monetary conditions of pretrial release or combination of monetary bail and conditions would reasonably assure... the eligible <b>defendant will not obstruct</b> or attempt to obstruct the criminal justice process...”

The Arnold Public Safety Assessment (PSA) was designed for use in other states, like New Jersey, which allow pre-trial detention for a) dangerousness, b) flight risk, and c) obstruction of justice. *New Mexico’s bail reform law only allows for pre-trial detention based on dangerousness.* Because the Arnold PSA was designed for broader application it often recommends detention for defendants who are not subject to detention under New Mexico law.

# Procedural Challenges: Preventative Detention



The District Attorney moved to detain violent criminals more than twice as often as the PSA recommended their detention while the PSA recommended detention for Drug and Property defendants nearly three times as often.<sup>1</sup>



Violent crime cases were less likely to have new criminal activity compared to drug or property cases, but that new crime activity was nearly three times as likely to be violent.<sup>2</sup>

<sup>1,2</sup> E. Ferguson, H. De LaCerde, and P. Guerin. Failure to Appear and New Criminal Activity: Outcome Measures for Preventative Detention and Public Safety Assessments. University of New Mexico: Institute for Social Research. (Nov 2019) pp. 5-7, 12.

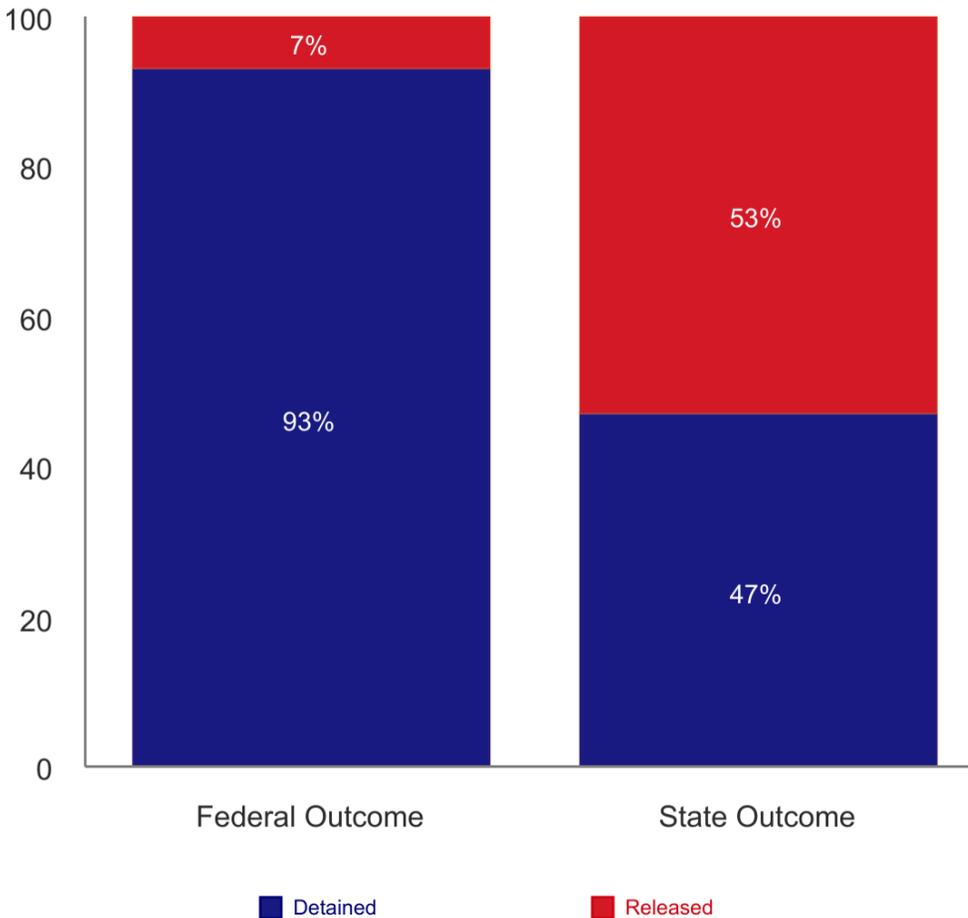
\*The cited study utilizes the term "new criminal activity," however that term is inaccurate. The data reflects new arrest activity. Actual criminal activity exceeds arrest activity.

# PSA Implementation Framework

New Jersey	Arizona	Santa Cruz County	New Mexico
<b>Step 1:</b> Complete PSA	<b>Step 1:</b> Complete PSA	<b>Step 1:</b> Complete PSA	<b>Step 1:</b> Complete PSA
<b>Step 2:</b> Determine if current charge is subject to life imprisonment	<b>Step 2:</b> Determine if def extradited, if violence flag found, or if current charge is on enumerated list/ any FTA for enumerated crime	<b>Step 2:</b> Determine if def extradited, if violence flag found, or if current charge is on enumerated list/ any FTA for enumerated crime	
<b>Step 3:</b> Determine PSA generated a score of 6 on either scale.	<b>Step 3:</b> If yes, release not recommended. If no, determine recommendation using matrix.	<b>Step 3:</b> If yes, release not recommended. If no, determine recommendation using matrix.	
<b>Step 4:</b> Determine if there is a violence flag and one of current charges is violent.	<b>Step 4:</b> Determine if current charge is, if there is any FTA for, or any attempt or conspiracy to commit any of a list of enumerated crimes. If so, increase recommendation type and conditions level.	<b>Step 4:</b> Determine if current charge is, if there is any FTA for, or any attempt or conspiracy to commit any of a list of enumerated crimes. If so, increase recommendation type and conditions level.	
<b>Step 5:</b> Determine if current charge is on a list of enumerated crimes.		<b>Step 5:</b> Determine Supervision Category and Standards using matrix or automatic increase.	
<b>Step 6:</b> Determine if defendant has been arrested on at least two occasions and if those charges were still pending at time of current offense.			
<b>Step 7:</b> If yes, release not recommended. If no, determine recommendation using matrix.			
<b>Step 8:</b> Determine if any current charge is No Release Act not previously listed.			
<b>Step 9:</b> Determine if any current charge is one of a list of weapons charges. If so, increase recommendation type and conditions level.			
<b>Step 10:</b> Determine if the highest current charge is an indictable offense or DV-related and eligible for pretrial detention.			

In every other jurisdiction where the Arnold Tool has been implemented, the score is accompanied by an often lengthy set of additional steps used to produce a pretrial release or detention recommendation. These extra steps take care to consider the circumstances of the current offense, which can serve to modify the risk tool's numeric output. In particular, they evaluate whether the charge falls under a list of highly violent or dangerous enumerated crimes. These rebuttable presumptions identify the crimes and offenders most closely associated with a risk to the public. The Second Judicial District's implementation of the tool appears to be unique in its failure to develop and utilize a decision-making framework. There is no evaluation of the seriousness of the current charge, so even pending charges of first degree murder are not given any more weight in the decision-making process. The PSA recommendations in our jurisdiction are thus flawed. In order to maintain fidelity to New Mexico law, our office has been forced to effectively develop and use our own decision-making framework when evaluating case referrals and deciding on PDM motions.

# State Detention vs. Federal Detention



Our office prosecutes some of our most serious firearm-involved cases in federal court. Between January 2017 and December 2019, there have been 86 cases with both State and Federal pre-trial detention outcomes. The bar graph on the left demonstrates that federal judges grant nearly double the percentage of preventative detention motions than state judges do for the same cases.

## 86 cases

- Same defendant
- Same incident
- Same criminal history

# Legislative Priorities

This year our office proposed three important proposals for legislative change, which we believe will help make critical changes in the prosecutorial process to better serve victims and the community of Bernalillo County.

## 1

### Rebuttable Presumptions



Currently, New Mexico stands alone as the only bail-reform jurisdiction that does not have a presumption of detention for the commission of the most serious crimes, such as first degree murder. Other districts use the practice of rebuttable presumption of detention pending trial, notably California and DC. The proposed legislation would provide guidance in identifying which violent offenders pose the greatest risk, using the dangerousness standards outlined in legislation from other jurisdictions in four categories:

1. Crimes of violence (murder, voluntary manslaughter, aggravated battery, kidnapping, aggravated sexual offenses, robbery, arson, human trafficking)
2. Felonies involving the use of firearms
3. Felonies that cause great bodily harm
4. Felonies committed by repeat offenders, those on court-ordered supervision, or those who have engaged in witness intimidation or tampering

## 2

### Crime Victim Protection

We know the criminal justice process can be a painful and re-traumatizing experience for victims, which is why we are proposing legislation to help protect them. This legislation would bring New Mexico closer in line with the majority of states. Key components include:



- Allowing safehouse interviews, conducted by trained, trauma-informed professionals, to be introduced for child victims
- Shielding child victims and adjudicated incapacitated adults from pre-trial interviews
- Affording adult crime victims the right to refuse an interview request by the defense

## 3

### Firearm Enhancement & Mass Threats

There is no statute under which to prosecute an individual for threatening mass violence—an act that has a traumatic impact on individuals and the community. The proposed legislation would mirror those in the federal system and distinguish between firearm use, discharge, and causing injury. Additionally, the legislation would increase the penalty for making threats of mass violence. Here are the key components:



- Increase automatic sentencing enhancements for the use of a firearm during the commission of a felony;
- A judge could not suspend or defer the enhancement
- Creates a new penalty/ statute for individuals who make criminal threats of violence against public space, places of worship, places of business, sporting event, and/or schools
- Provides for \$1 million in training funds for DPS to support local law enforcement and first responders in train to respond to threats of mass violence and mass casualty situations in small, medium, and large communities across New Mexico

## Independent Investigations Bureau



### Conviction Integrity

- Identify and remedy mistakes, confirming proper convictions, train attorneys and law enforcement
- Restore trust and confidence in the criminal justice system
- Reaffirm prosecutors' and public's shared goal of seeking justice, not convictions

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Correct structural deficiencies in investigative and prosecution processes

Reduce backlog in review of OIS and excessive force reports

Independent investigation and response



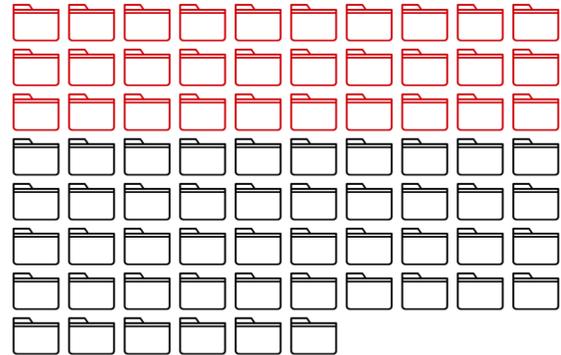
### Officer-Involved Shootings

Our initial budget request for the Crime Strategies Unit included funding to create three different bureaus to address systemic inefficiencies and inadequacies: Impact Prosecution Bureau, Independent Investigations Bureau (IIB), and Justice Reform Bureau. The latter two were not funded and the former was only partially funded. We would like to renew our emphasis on these bureaus and have requested \$750,000 in special appropriations at the 2020 Legislative Session to fund the creation of an IIB.

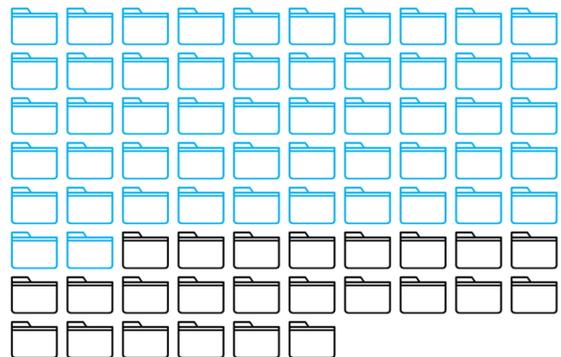
As proposed, the Independent Investigations Bureau (IIB) is a team of experienced prosecutors, investigators, and support staff with a mission to investigate and address officer involved shootings (OIS) and post-conviction claims of actual innocence. IIB is designed with a recognition of the prosecutor's unique role in the criminal justice system to vigorously and ethically prosecute those who violate the law and to protect the innocent.

# Officer-Involved Shootings

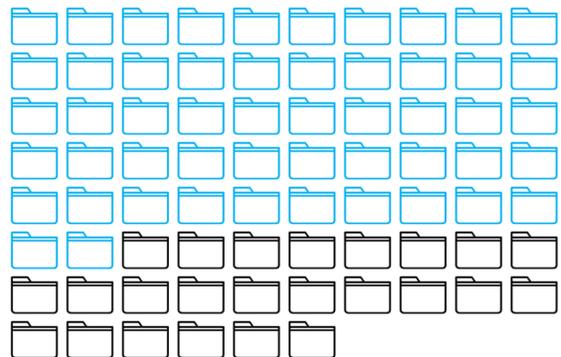
**30** OIS backlog cases in Jan 2017



**46** additional cases between June 2017 and Nov 2019



**52** cases reviewed and reports released between Jan 2017 and Nov 2019



There has been a rapid growth in the number of conviction integrity units nationwide, with jurisdictions such as Brooklyn, San Francisco, and Dallas pioneering this work.

A dedicated IIB will quickly and independently review OIS incidents. Our office has made significant progress addressing the backlog of OIS incident reviews; however, independent review is the best practice. The second function of the bureau will be to create and maintain conviction integrity. By utilizing the most advanced scientific and investigative tools available, credible and verifiable evidence of innocence of previously convicted individuals may be discovered or new technologies to test or retest remaining evidence may be developed. IIB will examine claims of actual innocence based on such evidence or techniques. Further, IIB attorneys will train our office's attorneys and law enforcement partners to ensure the integrity of convictions in Bernalillo County.

# Community Prosecution

In order to engage with the community, our office sought external funding to pursue both community prosecution and other community crime reduction solutions. In 2018 our office was awarded the US Department of Justice: Innovations in Community Based Crime Reduction Grant in order to implement crime-reduction-focused projects in Albuquerque’s International District over the course of three years. The \$1 million was awarded with the goal of integrating crime prevention and prosecution with economic development, community health, housing, and neighborhood safety programs.

Throughout the term of the grant, our office has been collaborating with community health organizations, county and state agencies, educational leaders, faith based groups, victim advocates, and neighborhood residents. We are engaging in crucial data analysis and evaluation in partnership with the University of New Mexico’s Innovation Academy.

As part of the grant, we hired a community prosecutor to work with our Crime Strategies Unit to identify priority offenders, evaluate cases for lower-level offenders to determine if they are better routed to a specialty court or non-court alternatives inside and outside the criminal justice system, analyze localized crime trends, and act as a critical liaison to educators, non-profits, neighborhood associations, and local businesses. She is actively engaged in countless leadership and community meetings focused on identifying gaps in resources and programming.

After thorough resource gap analysis, community members have organized into the following working groups: Kids and Families, Law Enforcement, Behavioral Health, Infrastructure, and Economic Development. In 2020, the five groups will be proposing and implementing their solutions.

community based  
crime reduction



district attorney  
BERNALILLO COUNTY



*Community engagement at the Grant's Early Action Project, CiQlovía.*



*The Leadership Council holds a meeting with various stakeholders to assess the progress of the working groups.*

# Sexual Assault Kit Initiative



Since 2017



**164**

Identified serial offenders responsible for **419 individual assaults** in NM

**263**

**Fully opened cases** assigned to grant fund attorneys, general fund attorneys, and approximately 20 volunteer special prosecutors

**1,188**

Cases in process by our attorneys, investigators, and victim advocates, waiting for DNA reports, CODIS hits, or other information

**96**



**unknown DNA profiles** that could be viable for forensic genealogy investigation

In 2017 Albuquerque's City Council created the Albuquerque Sexual Evidence Response Team (ASERT) and they approved funding of \$200,000 for our office to review ASERT cases for viability. At the beginning of 2018 we began initial screening on the potential viability of ASERT cases. ASERT cases consist of cases identified by the Albuquerque Police Department (APD) that occurred on or before March 17, 2017 and whose Sexual Assault Evidence Kits (SAEKs) had not been opened or tested prior to March 17, 2017.

At the beginning of this project, APD indicated they had 5,885 (5,240 APD and 645 Bernalillo County Sheriff's Office) untested SAEKs. Initial screenings allowed prosecutors to close cases that were not viable due to the expiration of the statute

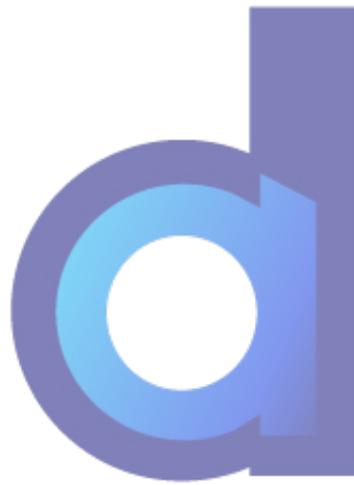
of limitations, the lack of foreign DNA, prior adjudication, or a deceased victim/ defendant.

Of the cases that have been reviewed, our office has identified 96 unknown offenders with a Combined DNA Index System (CODIS) upload. We are determining if these unknown offenders can be identified through genetic testing and genealogy by CSU (see "Forensic Genealogy", pg. 22). The most disturbing revelation is the identification 164 serial offenders in the rape kit backlog in Bernalillo County. Of those 164 serial offenders, there are 206 cases that had untested SAEKs. The 164 offenders are responsible for at least 379 individual sexual assault cases in Albuquerque, and 419 in New Mexico. Ten of the identified serial offenders also have cases outside of New Mexico.



# APPENDIX

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**districtattorney**  
BERNALILLO COUNTY



U.S. Department of Justice  
Federal Bureau of Investigation

*Albuquerque Field Office*

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*Office of the Special Agent in Charge*

*4200 Luecking Park Avenue, NE  
Albuquerque, NM 87107-4743*

December 5, 2019

District Attorney Raul Torrez  
Office of the District Attorney  
520 Lomas NW  
Albuquerque, New Mexico 87102

District Attorney Torrez,

I wanted to express my gratitude and thanks for the support your office's Crime Strategies Unit (CSU) has provided the FBI over the past several months. The professionalism and partnership the CSU has shared with my FBI Special Agents has been extraordinary. Additionally, the sharing of intelligence between our two agencies has been outstanding and has led to numerous successes which made our community safer. I am very proud of the partnership we enjoy and I wanted to bring two examples to your attention which exemplifies the coordination and impact our two agencies have had on the community.

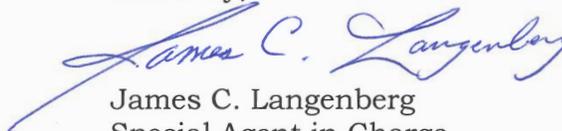
I am particularly impressed with the technical capabilities of CSU. This includes the ability to extract in-depth evidence from cell phones used in the commission of crimes and conduct automated searches for guns, drugs and other evidence contained in digital caches. CSU has also created animated cellular coverage maps that help in retracing the movement of suspects and that have resulted in the apprehension of violent fugitives. CSU's efforts have resulted in federal arrests and prosecutions of individuals involved in trafficking drugs and firearms, with the high probability of saving lives in the process.

I want to highlight one particular partnership between the FBI and CSU. In 2019, the Albuquerque FBI began working a joint investigation with other state and local law enforcement agencies focusing on a criminal organization responsible for a substantial number of shootings, as well as a large part of the drug trade, in the metro area. At the request of the FBI, CSU conducted extensive data analysis and social media exploitation, which generated

numerous targeting packages. CSU was able to provide the FBI with historical information on the targeted organization, including its structure and the identification of overt acts needed to prove a RICO criminal conspiracy. Moreover, CSU was instrumental in listening to and reviewing jail calls associated with many members of the organization, and in doing so, the FBI was able to identify additional crimes committed by this group. Due to CSU's treasure trove of information, the FBI was able to execute numerous successful search warrants and the FBI is in the process of disrupting and dismantling this organization.

CSU's assistance to the FBI has been invaluable. They have always been willing to provide their assistance, expertise, and steadfast support to the FBI. As a result, this partnership has resulted in mitigating threats and making our community safer. Again, thank you for CSU's support, and thank you for your support in the fight against crime in Albuquerque and Bernalillo County.

Sincerely,

A handwritten signature in blue ink that reads "James C. Langenberg". The signature is written in a cursive style with a long, sweeping underline that extends to the left.

James C. Langenberg  
Special Agent in Charge



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Shelby County, TN

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County Prosecutor  
Wayne County, MI

December 5, 2019

Honorable Raúl Torrez  
Bernalillo County District Attorney  
520 Lomas Blvd NW  
Albuquerque, NM 87102

Dear District Attorney Torrez:

Thank you for submitting your questions regarding the use of conviction rates as a measurement of prosecutorial performance. The Association of Prosecuting Attorneys (APA) is a national association dedicated to supporting and enhancing the effectiveness of prosecutors in their efforts to create safer communities, ensure justice, and uphold public safety. At APA, we support evidence-based sentencing and prosecutorial practices that prevent crime, ensure equal justice, and ultimately make communities safer. Using data to determine effective strategies to address root cause of those accused of committing crimes, creating alternatives to prosecution, and using restorative justice practices have become the national standard in assessing performance.

In the national discourse on model prosecutorial practices, conviction rates are not considered a reliable method of assessing prosecutorial performance. Below, we provide more detailed responses to your questions that draw on APA's experience engaging with prosecutors throughout the country. If you would like additional information, we would be happy to provide it.

**1) What is the commonly understood definition of a conviction used by prosecutors in the United States? Are mistrials commonly categorized as a "loss" within the calculation of a conviction rate? Are you aware of any office or system in the nation that gathers data on which party or participant in a trial is responsible for a mistrial?**

The commonly understood definition of "conviction" is a finding presented by a prosecuting agency, including a sustained guilty charge or charges, a reduction in felonies, misdemeanors or alternative charges or a plea to a different charge that related to the criminal activity.

Mistrials are not commonly categorized as a "loss" within the calculation of a conviction rate. Mistrials are considered another category entirely. Within this alternate category, a mistrial is either a jury mistrial or a mistrial for other reasons. For example, if a trial is not recorded at all because a case was not finalized as either conviction or non-conviction, or if the mistrial ended up in a dismissal, it would be considered a non-conviction. If a hung jury is the cause of mistrial, the office would record the next jury verdict. In many instances, after a mistrial occurs, there is a plea resolution, which would either be a conviction or a non-conviction.



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We are not aware of any office that carries out mistrial studies.

**2) Are conviction rates considered the best metric for assessing a prosecutor's performance? If they are not considered the best metric can you explain why? Are there other more useful metrics in common use within the profession?**

No, conviction rates are unequivocally not nor are they considered the best metric for assessing a prosecutor's performance.

Prosecutors are ministers of justice, and conviction in any single case does not indicate that justice was administered for all parties. An overemphasis on conviction rates can create perverse and even dangerous incentives. Violent crimes, such as sexual assault, child abuse, and domestic violence all have lower conviction rates and measuring success by number of convictions would incentivize leaving these difficult-to-win cases unprosecuted. Instead, prosecutors would be incentivized to over prosecute and try drug offenses in order to obtain high conviction rates. This matrix does not advance public safety which is why offices across the country do not use convictions to define success.

The role of the prosecutor is to make communities safer and ensure justice. Conviction rates are not a reliable metric of overall performance, because traditional sentencing and incarceration are just one of many instruments used by prosecutors to ensure justice and public safety. Offender rehabilitation, restorative justice practices, and alternatives to prosecution all ultimately resolve a case and do not rely on traditional convictions. Recidivism, diversion practices, and the safety of victims and communities are metrics, which can help measure prosecutorial performance.

In the 10 years of APA trainings and conferences, we have never hosted a panel discussion on conviction rates. At the behest of prosecutors throughout the country, our programming encourages prosecutors to seek alternatives, utilize risk and needs assessments, and work with evidence-based decision-making practices. We believe that "success" as a prosecutor's office is achieved through a community-based problem-solving framework, in which key partners can work collaboratively in creating and implementing strategies for safer communities. As conviction rates are neither a reliable measure of justice nor community safety, it cannot be used to measure overall prosecutor performance.

Doing this work in a way that ensures justice and community safety ultimately requires adequate staffing that is not commensurate with conviction rates. One of APA's former board chairs, Milwaukee County District Attorney John Chisholm, discusses the notion of "assembly line justice." The police arrest, and then prosecutors determine if there is enough proof to proceed, file, and send it to court. This turns prosecutors into case processors, and requires the least staff time, but it divorces the work from the goals of the justice system. Prosecutors have an obligation to do more.



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New York County, NY*

**Amy Weirich**  
*District Attorney General  
Shelby County, TN*

**Kym Worthy**  
*County Prosecutor  
Wayne County, MI*

**3) Are you aware of any criminal justice system that measures prosecutorial performance and efficiency based upon the number of counts that result in conviction as a percentage of all counts included in the original charging instrument? Based on your experience and knowledge do you have any perspective on the use of such a metric?**

APA is not aware of any criminal justice system that measures prosecutorial performance and efficiency based upon the number of counts that result in conviction as a percentage of all counts included in the original charging instrument.

As stated above, prosecutors are tasked with administering justice, and not simply ensuring convictions. Being involved in plea negotiations to dismiss counts or in a trial situation where a count is charged in the alternative has nothing to do with the measures of prosecutorial performance. The number of charges is not an outcome that should be evaluated but is instead merely a number that is high or low due to the merits of each case.

When prosecutors make charging decisions, they are making a preliminary determination as to how a case may be presented to the ultimate fact finder. Prosecutors need open avenues to determine how a case will be presented, which are alternative theories. The use of alternative theories of liability as well as issues regarding the true time period of the crime are very common practices, especially homicide and sexual assault cases, which may be filed years after the incident. Alternative charging options are an important tool for prosecutors to ensure that they can address the crimes committed and make adjustments when warranted. Penalizing this discretion by measuring prosecutorial performance on the counts included in the original charging instrument is inefficient, ineffective, and does not address any public safety objective, while binding prosecutors when there is an appropriate legal tool available that is widely used throughout the country.

Pursuing justice means using all available instruments to ensure justice and safer communities. Placing such a high value on conviction rates, especially including some measure of the charged counts does not advance that goal.

Respectfully Submitted,

**David LaBahn**  
President and CEO

# Training

Under DA Torrez' administration training has been a top priority, particularly for attorneys within the office. Training has been provided in a variety of manners: (1) internal training in which DA employees train other DA employees; (2) external training in which employees are sent to trainings being held by other organizations; and (3) training in which either we collaborate with external organizations who provide training for DA employees locally or the DA's office provides training to non-DA employees such as law enforcement or volunteer victim advocates.

## 65+



### TRAININGS WITH LAW ENFORCEMENT

In collaboration with Albuquerque Police Department, Bernalillo County Sheriff's Office, Drug Enforcement Agency, and Santa Fe Police Department

## 8



### VOLUNTEER VICTIM ADVOCATE TRAININGS

In collaboration with the Children's Grief Center, Crime Victim Reparation Commission, Domestic Violence Resource Center, Mothers Against Drunk Driving, Metro Probation Court, Rape Crisis Center, Sexual Assault Nurse Examiners, and the Resource Center for Victims of Violent Death

## Monthly

### SPECIALTY COURT TRAININGS



DWI Recovery Court, Urban Native American Healing to Wellness Court; Domestic Violence Solutions, Treatment and Education Program; Community Veteran's Court, Behavioral Health Court, and Outreach Court

### INTERNAL TRAINING FOR PROSECUTORS

## 60+



Topics include: Case Prosecution, Electronic Tools for Prosecuting Cases, Child Abuse Prosecution, Trial Preparation, and Victim Interaction

# Partnerships



## Criminal Justice Stakeholders

- Albuquerque Police Department
- Bernalillo County Metropolitan Court
- Bernalillo County Metropolitan Detention Center
- Department of Public Safety
- United States Attorney's Office
- Administrative Office of the Courts
- Crime Victim Reparation Commission

## Academic & Research Institutions

- Sandia National Labs
- University of New Mexico Innovation Academy
- University of New Mexico ADOBE Program
- John Jay College of Criminal Justice
- Central New Mexico Community College
- New Mexico Institute of Mining and Technology Institute for Complex Additive Systems Analysis



## Community Organizations

- Endorphin Power Company
- Domestic Violence Resource Center
- Mothers Against Drunk Driving
- United Way Mission: Families
- Greater Albuquerque Chamber of Commerce
- SANE Nurse Examiners



## CRIMINAL JUSTICE STAKEHOLDERS

Albuquerque Police Department	Collaborative Trainings, CSU Briefings, Shield Project, Leadership Council for our Community-Based Crime Reduction Grant, SAKI
Crime Victim Reparation Commission	Collaboration on the Victim of Crime Act Grant, Violence Against Women Act Grant, Sexual Assault Kit Initiative Grant, Volunteer Victim Advocate Training, Office Hours in our Victim Resource Center
Metropolitan Court	Monthly Specialty Court Trainings for Assistant District Attorneys
Metropolitan Detention Center	Data Sharing Collaboration
Bernalillo County Sheriff's Department	Law Enforcement Academy
Department of Public Safety	Collaboration on the Technology Innovation for Public Safety Grant
United States Attorney's Office	Leadership Council for our Community-Based Crime Reduction Grant, Special Assistant United States Attorney Program
Administrative Office of the Court	Collaborative Self-Serve Temporary Order of Protection Kiosk housed in our office
Federal Bureau of Investigation	Collaboration with our Crime Strategies Unit
El Paso District Attorney's Office	Collaboration with our Intake Division
Pima County District Attorney's Office	Collaboration for our Volunteer Victim Advocate Program
San Francisco District Attorney's Office	Collaboration for our Crime Strategies Unit
Manhattan District Attorney's Office	Intelligence-Driven Prosecution Symposium

## ACADEMIC & RESEARCH INSTITUTIONS

University of New Mexico Innovation Academy	Research Partner for our Community-Based Crime Reduction Grant
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Sandia National Labs	Technical Volunteers for Data Infrastructure and Crime Reduction Innovation, Intelligence-Driven Prosecution Symposium
Central New Mexico Community College	Collaborative Training
New Mexico Technological Institute for Complex Additive Systems Analysis (ICASA)	Technology Innovation for Public Safety Grant Collaboration, Justice Reinvestment Initiative: Reducing Violent Crime by Improving Justice System Performance Grant
John Jay College of Criminal Justice	Gang Violence Intervention
University of New Mexico ADOBE Program	Intelligence-Driven Prosecution Symposium
<b>COMMUNITY ORGANIZATIONS</b>	
Endorphin Power Company	Leadership Council for Community-Based Crime Reduction Grant, Community Prosecutor Office Hours
Domestic Violence Resource Center	Volunteer Victim Advocate Training, Office Hours in Victim Resource Center
Mothers Against Drunk Drivers	Volunteer Victim Advocate Training, Office Hours in Victim Resource Center
Children's Grief Center	Volunteer Victim Advocate Training
Rape Crisis Center	Volunteer Victim Advocate Training
SANE Nurse Examiners	Volunteer Victim Advocate Training, SAKI Volunteer Attorney Training
Resource Center for Victims of Violent Death	Volunteer Victim Advocate Training
Bernalillo County Community Health Council	Leadership Council for Community-Based Crime Reduction Grant
United Way Mission: Families	Leadership Council for Community-Based Crime Reduction Grant
Greater Albuquerque Chamber of Commerce	Justice Reinvestment Initiative: Reducing Violent Crime by Improving Justice System Performance Grant





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