
Coconino County Sheriff's Office



2009-2010 Annual Report

911 E. Sawmill Rd.

Flagstaff, AZ 86001

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www.coconino.az.gov/sheriff.aspx

Service to Community

Mission

We are committed to providing responsive and effective Service to the Community. We earn and maintain the public's trust and confidence through our integrity and professionalism. We fulfill this commitment by developing professional staff, establishing partnerships within our community, and dedicating our resources and skills to these efforts.

Vision

We are committed to providing exemplary service to our public and improving the quality of life in our community. We recognize and value diversity as we constantly strive to meet future challenges with innovative and creative solutions.

Values

- **Dedication** - We provide exceptional service to all people in all circumstances
- **Professionalism** - We perform our jobs conscientiously and to the highest standards
- **Ethics** - We value the public's trust and honor our commitments with honesty and integrity
- **Respect** - We are compassionate and attentive to the needs of our community, co-workers, and the people we serve, and we treat everyone with dignity

Commitment to Our Employees

The Coconino County Sheriff's Office recognizes our employees as the most valuable resource contributing to our organization's ability to meet our mission. We are committed to supporting staff development and encouraging professional growth. A key to our success is the respect we show our fellow employees and the community we serve.

Leadership Philosophy

We the employees of the Coconino County Sheriff's Office recognize that through our own creativity, knowledge and desire to excel, we will create a work environment with clear goals and mutual support. People excel when given the opportunity for self development, when recognized for their achievements and contributions, and when empowered to use their talents. We seek and consider input and involvement from individuals throughout our organization during decision making processes. We encourage everyone's involvement as a team toward the accomplishment of our mission of Service to the Community.

Introduction

OFFICE OF THE SHERIFF

Coconino County is the second largest county in the United States covering 18,617 square miles of land. According to the 2009 census estimates (by the US Census Bureau), our county has a population of 129,849 residents. Our county also is a popular tourist and recreation site with millions of visitors each year. The Grand Canyon alone receives 5 million visitors annually (Arizona Department of Commerce data), and the Coconino National Forests estimated 1.89 million visitors in 2000. The county seat and our main office are located in Flagstaff, AZ.

The Sheriff is an elected position with power and authority established in Arizona Revised Statute 11-441. The Sheriff's Office provides law enforcement services to all unincorporated areas of the county, operates the county jail, conducts search and rescue operations, serves civil process, and provides patrol and investigative services to the citizens of Coconino County. Our agency works closely with other public safety agencies in cooperative efforts to ensure community safety in both incorporated and unincorporated areas.

DIRECTION OF THE AGENCY

In 2005, Bill Pribil was sworn into the Office of the Sheriff of Coconino County. He was re-elected to the position for a second term that began January 2009. Sheriff Pribil has transitioned the agency into a new era of law enforcement. His vision is for an organization which encourages employees to be active participants in defining specific goals of the agency under the overall goal of Service to Community. Sheriff Pribil also espouses the International Association of Chiefs of Police (IACP), Leadership in Police Organization Philosophy. The agency's Mission, Vision, Values, Leadership Philosophy, and Commitment to Employees reflect this style of leadership.



Photo 1. Sheriff Bill Pribil.

Sheriff Pribil started his career in law enforcement with the Coconino County Sheriff's Office in 1974. He has a M.A. in Public Administration and a B.S. in Police Science from Northern Arizona University. He is a graduate of the National Sheriff's Institute, the FBI National Academy, the National Institute of Corrections, and the IACP Leadership in Police Organizations training. He serves on several community working groups, including the Arizona County Attorney's and Sheriff's Association, the Arizona Public Safety Communications Advisory Committee, the Arizona Joint Terrorism Task Force, the Arizona Department of Homeland Security Northern Region Advisory Council, the Coconino County Criminal Justice Coordinating Council, the Juvenile Court Community Advisory Board, the Northern Arizona Metro Board, the Methamphetamine Task Force, Coconino County Alliance Against Drugs, the Coconino Community College Criminal Justice Advisory Committee, Coconino County Domestic Violence Review Panel, Coconino County Civil Rights Commission, and the Arizona Peace Officer Standards and Training Board Basic Training and Facilities Advisory Group. In partnership with the Flagstaff Police Department and Coconino County Emergency Services, Sheriff Pribil has been instrumental in implementing and developing Community Emergency Response Teams throughout Coconino County. Sheriff Pribil is dedicated to service of the Northern Arizona community and to developing our future leaders in law enforcement. Sheriff Pribil is married and has two children.

STRATEGIC AND LONG TERM PLANNING

The Coconino County Sheriff's Office (CCSO) annually reviews and updates our agency's strategic plan. The goals and objectives are developed by a group of employees representing all divisions and levels of the agency. Each year employees work with command staff to update the plan and to continue long-term strategic planning. Our strategic planning process is used to provide direction as we set priorities and develop our budget.

In our most recent plan developed in 2010, we identified programs and objectives to: Enhance Community Partnerships, Continue Innovative Utilization of Resources, Enhance Staff Development, and Become a Preferred Employer. We accomplished at least 90% of the objectives set forth in our 2010 Strategic Plan. We continue to seek ways to meet increased demands for service, contribute to community quality and safety, attract and retain excellent staff, and provide premier customer service.

ACCOMPLISHMENTS 2009-2010

Despite reduction in staff and funding due to local, state, and federal economic crises, we continued to move forward in the services we provide to the community. Below are listed some of our accomplishments from 2009-2010.

- Received grant funding for equipment, programs and service levels affected by budget local and state budget reductions (over \$900,000 in funding received in 2010)
- Contained many overtime costs through scheduling efforts and use of volunteers
- Enhanced ability of Cold Case Squad to review cases and evidence through grant funding
- Reduced energy consumption through green programs and recycling
- Reduced maintenance costs through inmate work crew projects
- Stabilized inmate meal costs even with reduced staff and rising food costs
- Implemented electronic records system and document imaging
- Installed monitoring and recording stations in the facility to enhance safety
- Implemented CITRIX enabling virtual and cost-effective information technology environment
- Implemented OPPIS (Optical Print and Photo Imaging) to exchange criminal justice related information statewide with the Department of Public Safety.
- Upgraded 911 System through improved mapping solutions in coordination with County re-addressing project, aerial map options, and Vela system.
- Implemented web based programs available to citizens for crime mapping (RAIDS Online) and receiving copies of reports online (CrimeReports.com)
- Implemented additional data sharing programs (COPLINK) for investigative leads
- Implemented Contract with Town of Tusayan to provide law enforcement services
- Enhanced interoperability through grant funded radio systems and computer systems
- Regularly surveyed internal and external customer for satisfaction levels
- Provided Customer Service and Emotional Survival training for all employees
- Provided regular public service announcements and educational outreach
- Enhanced volunteer and intern programs and opportunities
- Enhanced Community Policing Program through additional Neighborhood Watch meetings and citizen training
- Worked with and continue to work with county-wide groups to address community issues related to mental illness and substance abuse
- Completed and continue to update Continuity of Operations Plan

- Adopted Lexipol system for updating department policies
- Provided Leadership in Police Organizations Trainings for supervisors
- Participated in county-wide study of job analysis and salary review
- Developed recruitment videos
- Improved processes for testing and hiring
- Expanded AIRS for dual control with other counties
- Added second Inmate Work Crew and expanded the program to include partnerships with Flagstaff Adult Center, Page community, and Williams community
- Enhanced multi-generational community partnerships through school health and safety fairs and trainings and Adult
- Staffed position to work on inmate reimbursement costs and the Arizona Health Care and Cost Containment System (AHCCCS)
- Implemented Life Skills training for inmates in partnership with Coconino Community College
- Expanded EXODUS in custody treatment program to include a total of 24 women's seats and a total of 48 men's seats
- Developed Disaster Response skills and teams across divisions responding to 2009 Winter Storm, 2010 Fire, and 2010 Flood seasons

DATA DISCLOSURE

It is important to realize that all data provided in this report is a snapshot of the data at the time analyses were performed. We recognize that data summaries may change slightly when new or additional information is received and the database updated. We estimate <10% variance in most of our data sets. While specific numbers may vary from report to report, the trends remain. We constantly review our data for accuracy and look at ways to improve our data entry, retrieval, and analyses. Where possible, data is reported based on calendar year. For budget related information, data is usually presented based on the fiscal year (July 1st through June 30th).

Data sharing with other public safety agencies has been and will continue to be an important goal of our agency. We are committed to continually improving our statistical analyses and providing the most accurate and timely data possible.

REPORT STRUCTURE

This report is intended to report on calendar years 2009 and 2010. Where possible, data from previous years will be included for comparison. We have attempted to recapture the significant events and programs that have occurred during 2009-2010, but realize that some may have been unintentionally omitted. These omissions by no means decrease the value of these events in the shaping of our agency.

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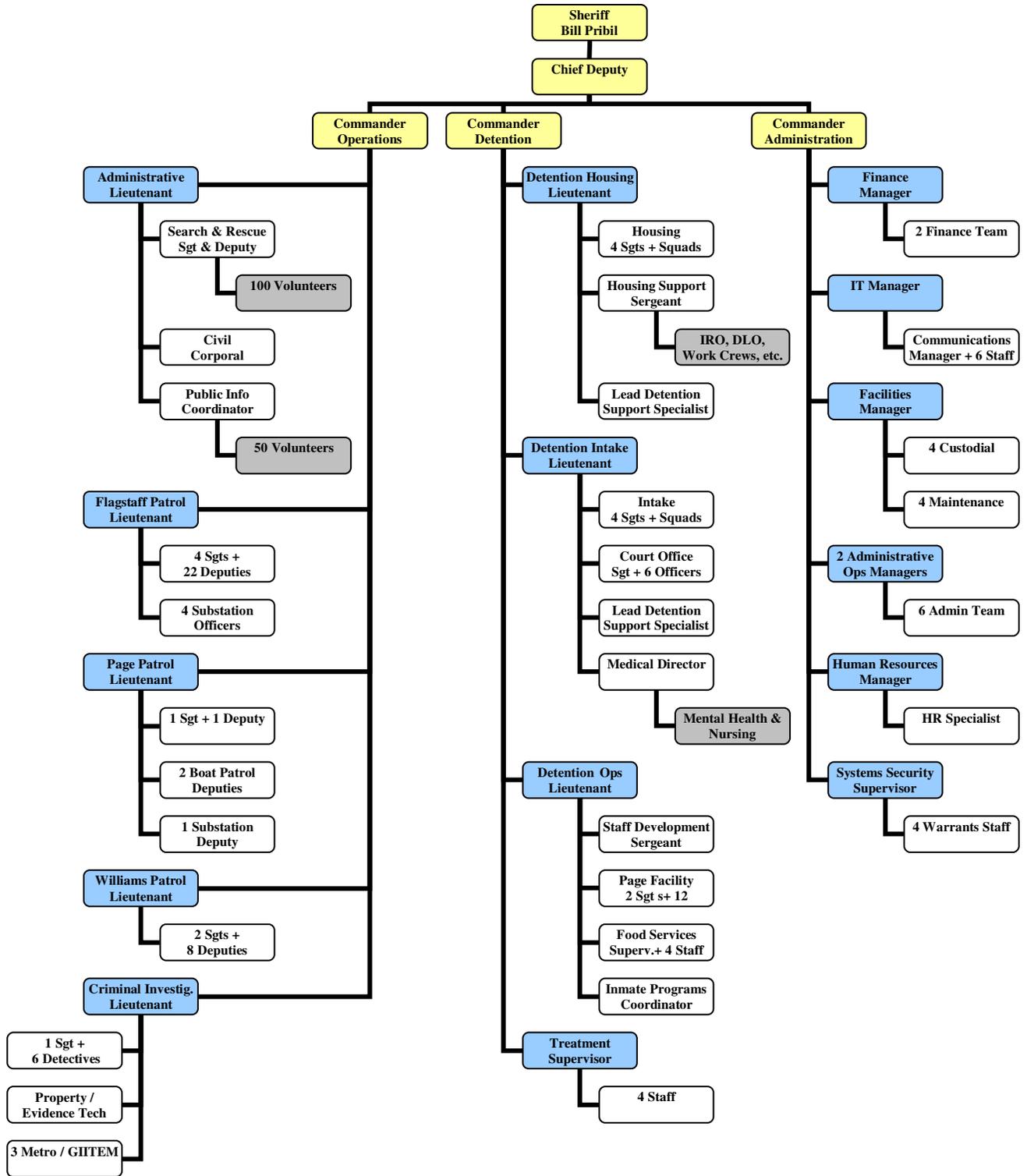
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Organizational Chart



Personnel

PERSONNEL & RECRUITMENT

The Sheriff's Office recognizes its personnel as its most valuable resource. The Coconino County Sheriff's Office continues to focus on ways to recruit and retain staff. While we are not able to match the salaries of many other Arizona law enforcement agencies, we continue to work toward a competitive salary plan, and we offer opportunities that might not be available at other agencies.

In addition to advocating for competitive salaries, the Sheriff's Office also actively recruits through community events and job fairs. We developed a recruitment video and explored ways of recruiting via the internet. We offer employee incentives such as tuition reimbursement, a dedicated training program, and innovative shift schedules. We also emphasize employee recognition as important in providing positive feedback and improving employee job satisfaction.

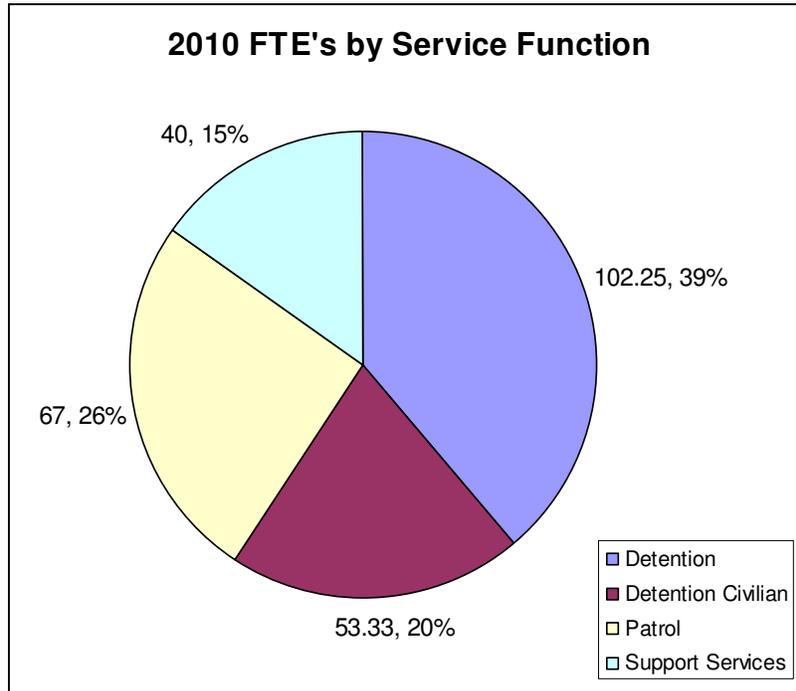


Figure 1. Proportion of Employee Positions by Assignment Type in FY2010. Detention includes Detention Officers I & II, Detention Sergeants, Detention Lieutenants, Detention Commander; Detention Civilian includes Detention Support Staff, Kitchen, Medical, Detention Program Coordinators; Patrol includes Deputies, Corporals, Sergeants, Detectives, Lieutenants, Captain, Chief, Sheriff (the commissioned peace officers); Support Services includes Information Technology, Custodial, Maintenance, Administrative Professionals, Community Programs Planner, Crime Scene Investigator, Administrative Commander.

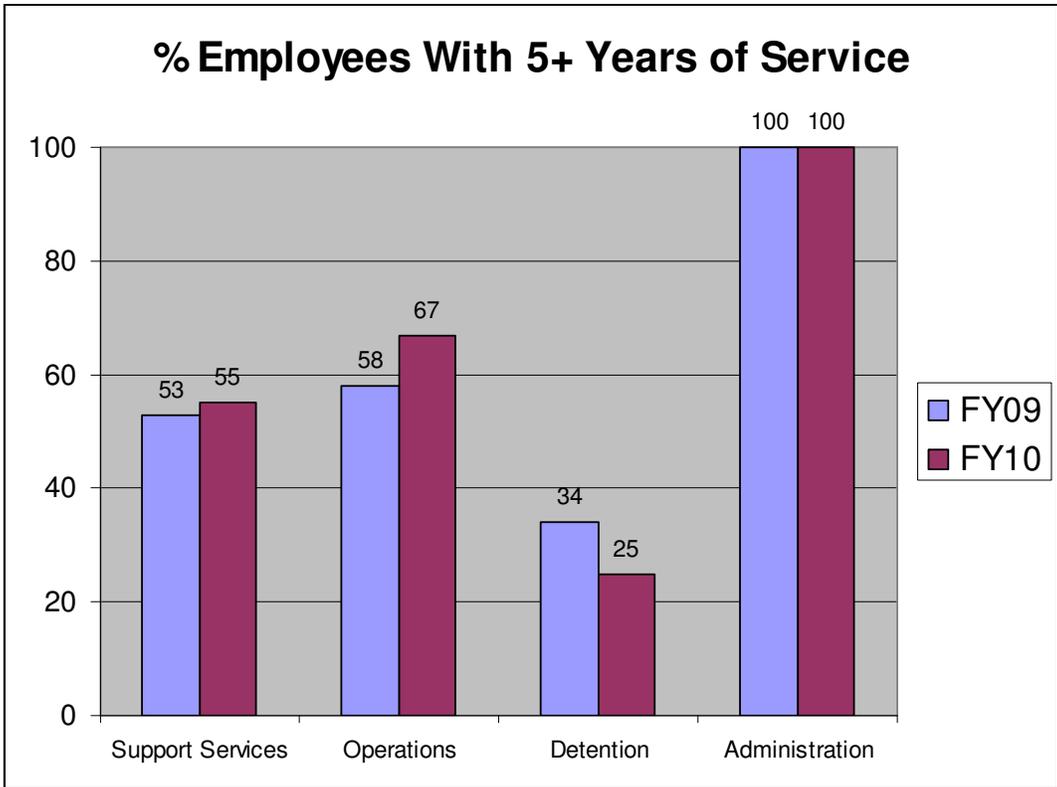


Figure 2. Percent of Employees with 5+ Years of Service with Coconino County Sheriff's Office as indicator of employee retention.

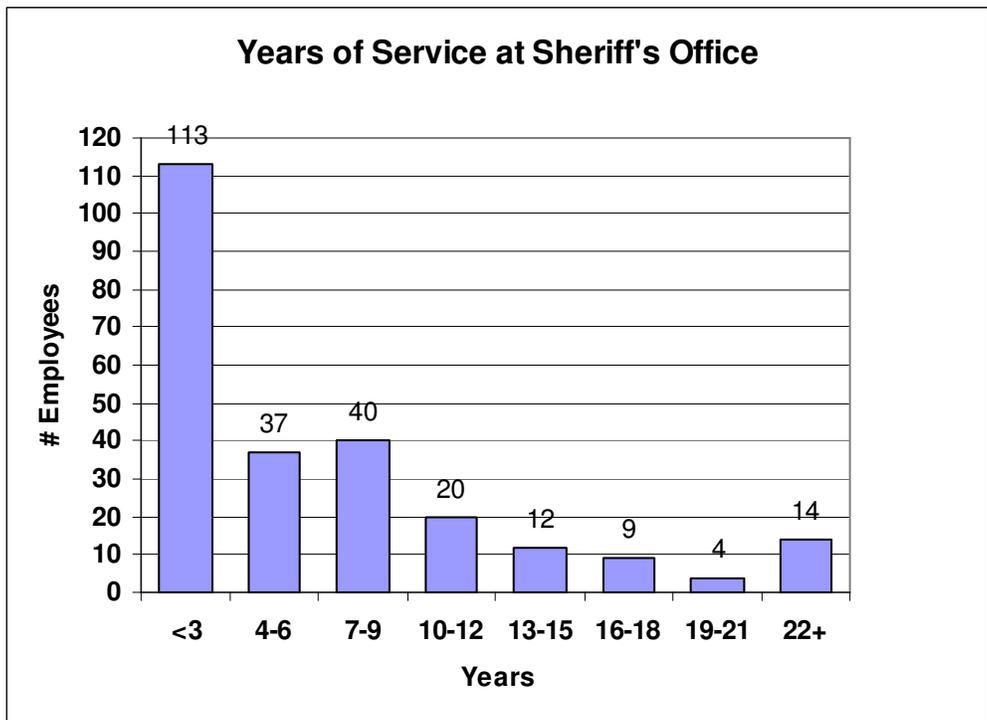


Figure 3. Snapshot of Employees' Years of Service as of 5/30/09. N=249 employees. Approximately 40% of employees have been with our agency more than six years.

TRAININGS

3,608 hours of training averaging around 18 hours per non sworn employee. In 2007 sworn officers completed 5,661 hours of training averaging around 87 hours per sworn officer. In 2008, civilian and detention employees completed over 1,870 hours of training averaging around 9 hours per non-sworn employee. In 2008, sworn officers completed over 3,000 hours of training averaging around 46 hours per sworn officer.

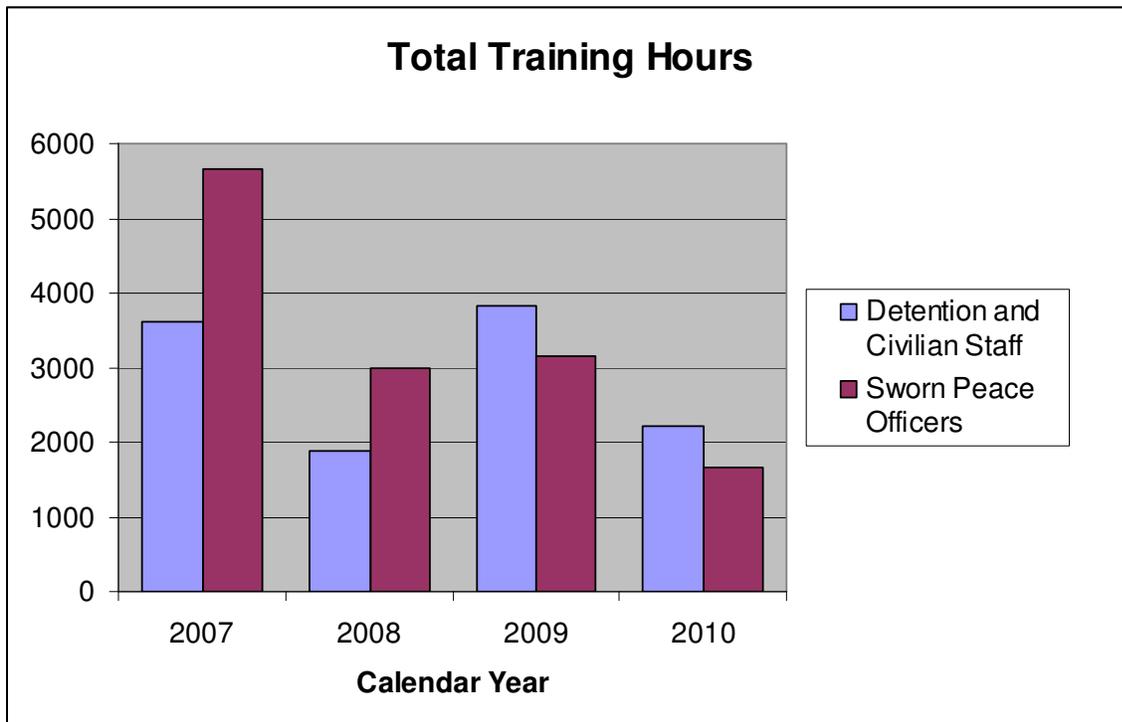


Figure 4. Snapshot of Total Training Hours (N=249 employees).

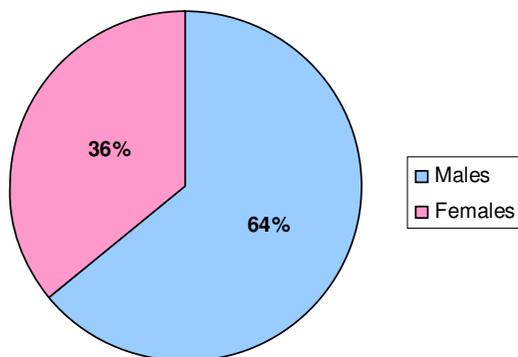
The types of trainings attended ranged from county or state required trainings to employee personal growth classes. Examples of classes offered to both civilians and sworn officers are: growth and development classes (such as defensive driving, blood borne pathogen awareness, grant writing, office and employee management, supervision and leadership), computer trainings (such as Microsoft Office applications, web page design, and database design), Search and Rescue related trainings, Detention related trainings, and Criminal Justice System Information System trainings. These and other classes are regularly offered by the County, partner agencies, colleges and universities, and independent sources. Several employees utilize tuition reimbursement programs to continue their education at Northern Arizona University and Coconino Community College.

Several classes are required by the Arizona Peace Officer Standards and Training (AZ POST) Board for certified peace officers. Each year, peace officers are required to show proficiency in daytime or a night-time shoot and discretionary target identification (also known as shoot / don't shoot). In addition, most are required to complete eight hours of POST approved continuing education annually and eight hours of POST approved demonstration every three years. In-service training is regularly provided to officers. Some of the topics covered are: domestic violence, drug recognition, gangs, interview techniques, child abuse investigation, cyber investigation, forensic investigations, highway interdictions, search and rescue, radar and traffic enforcement, phlebotomy, sex crimes investigations, and tactical decisions.

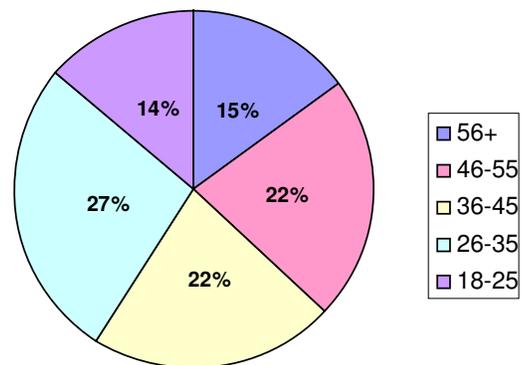
Since 2007, 74% of our supervisors (command and middle management) completed a 96-160 hours of Leadership in Police Organizations, sponsored by the International Association of Chiefs of Police and Arizona Peace Officers Standards and Training board. We continue to espouse the philosophy of the class and incorporate its concepts into everyday practices. The program provides case studies and analysis of leadership philosophies as they relate to law enforcement. The program also provides leaders with tools to better identify how the roles of individuals, groups, organization, and community all come into play in the success of an agency and also.

EMPLOYEE DEMOGRAPHICS

2009 Gender Distribution of Employees



2009 Age Distribution of Employees



2009 Ethnicity Distribution of Employees

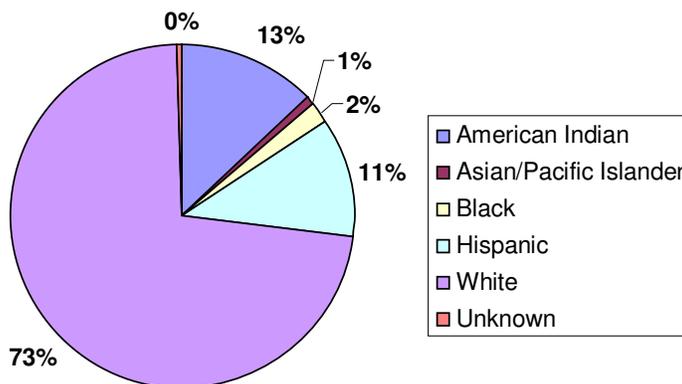


Figure 5 . Snapshot of Employee Demographics on 5/30/09. N=249 employees and does not equal full-time equivalents (FTE). Data is from the CCSO HR Manager.

SPECIAL REMEMBRANCES



Joe Rommel
April 1987 - July 2009

Joe Rommel joined the Search and Rescue Unit in 2005. He donated a great deal of his time to Search and Rescue and had earned his Wilderness Search Technician I, Rock Rescue Technician, Snow and Ice Rescue Technician, and EMT certifications. A page on the Coconino SAR Organization website is dedicated to Joe, "We will miss his calm demeanor, purposeful composure, subtle humor and his propensity for gear."

Photo 2. Search and Rescue Volunteer Joe Rommel.

Sid Dietrich
August 28, 1924 – April 25, 2009

Many of you will remember Sid as the kind older man who served as a Volunteer for both the Flagstaff Police Department and Coconino County Sheriff's Office. Sid would provide and water house plants for both the Sheriff's Office and Flagstaff Police Department. Sid was also very involved in and dedicated to the Citizens Police Academy. Sid is survived by his wife Eleanor. Sid and Eleanor had one child, a daughter who is married and lives in New Jersey.



Photo 3. Volunteer Sid Dietrich.

PUBLIC SAFETY RETIREMENTS & CORRECTION OFFICER RETIREMENTS

(The position held at the time of retirement is listed)



William "Scott" Feagan, Detective
Criminal Investigations Division
Aug 1988 – Apr 2009



Jeffery Drayton, Captain
Operations
May 1987 – July 2010



Dean Wells, Sergeant
Patrol Division
Aug 1990 – Nov 2010



Trevan Woolbright, Sergeant
Patrol Division
Nov 1975 – Feb 2010



Tina Lawson, Lieutenant
Detention Facility
Nov 1987 – June 2010



Jon Evenson, Detention Office
Detention Facility
Jul 2000 – Jul 2010

AWARDS AND SPECIAL RECOGNITION

Masonic Lodge

2009: Freddy Galicia
Terry Wendling

2010: Roth Valencia
Martin Ormsby

Fraternal Order of Police

2009: Bruce Cornish
Ben Vasquez

2010: Trevan Woolbright
Patti Shores Prescott

Veterans of Foreign Wars

2009: Jen Morrison

2010: Bret Axlund

Exchange Club

2009: John Jamison

2010: Tom Walden

Mothers Against Drunk Driving

2009: Freddy Galicia

2010: Spencer Dohm

Sheriff's Award for Service to Community

2010: Mick Vlieg – **Service to Community 1997-2010**

Joel Winchester – **Mounted Unit contributions**

Coconino County SPIRIT (Serving People, Initiating Respect, and Inspiring Teamwork) Award

2007: Gerry Blair
Aaron Dick
Jon Evenson
Amanda McDonald

Kristy Prather
Corey Ringenberg
Pat Rudd
Gail Smigiel
Erika Wiltenmuth

2010: Valerie Ausband
Denise Carroll
Mark Christian

Peggy Crosby
Gina Duleno-Burke
Angela Rodriguez
Pat Rudd

National Public Service Awards

- 2009: Joan Graboski – **Detention Facility Inmate Programs Reorganization**
Susan Harte – **Detention Facility Inmate Programs Lead Religious Facilitator**
Suzana Haertzen – **Detention Facility Education Program**
Theresa Arias – **Detention Facility Women’s Sewing Program**
Donny Bartlett – **Firearms Training Scheduling**
Kathleen Levinson – **Program Management for CopLink Implementation**
Ralph Sedillo – **EXODUS Substance Abuse Technician & Men’s Program Facilitator**
Larry Zamora – **Information Technology Division Leadership**
- 2010: Cathy Allen – **Support Services Division & Community Leadership**
Valerie Ausband – **Premier Employer Team**
Mike Ashura, Mona Barton, Brandi Bentley-Brown, Beth Broadwell, Lisa Hirsch, Judith Maeda, Maureen Malook, Pam McNabb, Gloria Moss, Daphne Mullikin, Linus Nienstadt, Bob Parker, Diana Quick, Pat Rudd, Pam Turner, Barbara Valvo, Sandra Winner, Summer Wolfe – **Detention Facility Medical Team**
Matthew Freshour – **Detention Facility Medical Team Leadership**
Scott George, Larry Zamora – **Technical Management for Electronic Fingerprint System**

Other Special Recognitions

- 2009: Sue Thompson – **Certified Jail Officer**
- 2010: Lisa Hirsch – **Certified Corrections Health Professional / RN**
Kurt Braatz, Matthew Figueroa, Tina Lawson – **Certified Jail Manager**

Coconino County Years of Service Awards – Awarded in 2009

- 05 Years: Kaisa Clark, Aaron Clouse, Jeremy Cochran, Christopher Deloria, Rebecca Denny, Robert Gambee, Linda Jarrin, Lisa Hirsch, Diana Husband, Nickie Meyer, Robert McKeever, Jennifer Morrison, Richard Naseyowma, Michael Runyan, Crystal Salt, Jon Sanders, Sandra Tapaha
- 10 Years: Victor Harden, Dustin Maggard, Jake Moya, Martin Ormsby, Erika Wiltenmuth, Summer Wolfe
- 15 Years: Susan Bomboy, Shirel Cruver, Matthew Freshour, William Rackley
- 20 Years: Ralph LeFevre, Samantha Sandoval
- 25 Years: Jason Bundy, Paul Campbell, Joel Winchester
- 35 Years: James Driscoll, William Pribil

Coconino County Years of Service Awards – Awarded in 2010

- 05 Years: Michael Ashura, Kelly Barr, Deane Bolin, Bobby Clitso, Brittany Franks, Dawn Hatch, Tony Keenan, Harold Lang, Shannon Manley, John Passantino, Kimberly Pasquariello, Dale Prinke, Corey Ringenberg, Ralph Sedillo, John Thuch
- 10 Years: Rita Barlow, Pat Barr, Becky Bartell, Idle Contreras, Aaron Dick, Jon Evenson, Mathew Golding, Myrna Goldstein, James Hess, John Keenan, Trinidad Logan, Jason Lurkins, Lawrence Manley, James Mast, Walpa “Wendy” Matthai, Verna Mego, Mike Pinnix, Angela Rodriguez, Rick Shouse, Walter Suchowiejko, Debra Taylor, Sandra Winner, Larry Zamora
- 15 Years: Barbara Keeth, Michael Sifling
- 20 Years: Dean Wells, Darrin Womble
- 25 Years: Ronald Anderson

Patrol Division

The Coconino County Sheriff's Office Patrol Division is dedicated to preventing and responding to crimes in Coconino County. The Patrol Division also works closely with the Criminal Investigations Division in providing support to cases assigned to the detectives.

When a person calls the Sheriff's Office to report a crime or suspicious activity, the responder is a patrol deputy. He/She meets with the person, either in person or over the phone. If a crime has been committed, the deputy takes an initial report. If the report requires further investigation (such as crimes involving domestic violence, crimes of a sexual nature, crimes against children, homicides or suspicious deaths), the initial report is forward to the Criminal Investigations Division. Reports are forwarded to the County Attorney's Office. The County Attorney's Office reviews the report and determines if there is sufficient evidence to charge the suspect.

In addition to responding to reported crimes, Patrol Deputies provide many other daily community safety services including: patrols of neighborhoods, patrols of forest roads, boat patrols, property checks, business checks, motorists/public assists, welfare checks, civil standby's and civil paper service, traffic enforcement, DUI enforcement, accident reports, assist with fire and medical calls, search and rescue incidents, and public education.

CAPACITY TO RESPOND

One of the greatest challenges to the Coconino County Sheriff's Office is the large area for which we must provide law enforcement, with a limited number of deputies. Coconino County is 18,617 square miles (land). If you eliminate the municipalities and reservation within Coconino County, within this jurisdiction are the incorporated areas of Flagstaff, Williams, Page, part of Sedona, large portion of the Navajo Reservation, and the Hopi Reservation. With only 67 sworn peace officers, including command staff, detectives, and special assignments, officers have a large geographic area to cover with limited personnel. This large area across which the Sheriff's Office is responsible for law enforcement services often results in longer response times to remote areas. In FY09, officers (patrol, criminal investigations, and search and rescue) drove 110,988 miles/month in response to law enforcement needs in Coconino County; in FY10 they drove 85,624 miles/month.

Another challenge is the fluctuating population due to seasonal residents and the large number of people visiting Coconino County for recreational opportunities. Some residential areas in the county increase as much as 10 fold in population during the summer. Estimates for visitors to the county each year are on the order of several million. Seasonal residents and visitors add to the requests for service and significantly lower our officer to population ratio.

Location	Area (sq miles) land + water	Data Year	Population
Coconino County	18,661	2010	134,421
# Authorized Commissioned Officers			67
Sworn / All County Population			0.5/1000
Sworn / Square Miles			0.004
Incorporated Communities			
Flagstaff	63.6	2010	65,870
Fredonia	7.4	2010	1,314
Page	16.6	2010	7,247
Sedona (1/3 in Coconino County)	18.6	2010	10,031
Tusayan	0.225	2010	558
Williams	43.8	2010	3,023
Some of the Unincorporated Communities			
Bitter Springs	8.3	2010	452
Cameron	18.5	2010	885
Doney Park		2010	5,395
Fort Valley		2010	779
Grand Canyon Village	13.4	2010	2,004
Kachina Village	1.2	2010	2,622
Kaibito	16	2010	1,522
LeChee	16.9	2010	1,443
Leupp	13.1	2010	951
Moenkopi	1.6	2010	964
Mountaineire	10.2	2010	1,119
Munds Park	22.3	2010	631
Parks	172.3	2010	1,188
Supai	1.7	2010	208
Tonalea	9.7	2010	547
Tuba City	8.9	2010	8,611
Valle		2010	832
Indian Reservations within Coconino County	7,142.4		
<i>Hopi (also in Navajo County AZ)</i>	<i>2,531.8</i>	<i>2000</i>	<i>6,946</i>
<i>Hualapai (also in Mohave County AZ)</i>	<i>188.8</i>	<i>2000</i>	<i>196</i>
<i>Havasupai</i>	<i>--</i>	<i>--</i>	<i>--</i>
<i>Kaibab (also in Mohave County AZ)</i>	<i>--</i>	<i>--</i>	<i>--</i>
<i>Navajo (also extends into Navajo County AZ, UT, and NM)</i>	<i>26,000</i>	<i>2000</i>	<i>173,987</i>

Table 1. Population and Size of Communities in Coconino County. Based on a total of 67 sworn peace officers positions allocated for Coconino County Sheriff's Office (including Command Staff and Detectives), there are 0.5 sworn officers per 1000 population and 0.004 sworn officers per square miles. Population totals from: 2010 US Census Redistricting Data by City, Town, and Census Designated Places (CDP) and 2000 Census for Reservations. These numbers also do not account for seasonal residents and visitors. **CDPs are not always the same boundaries as used in our community names, but give a general point of reference.**

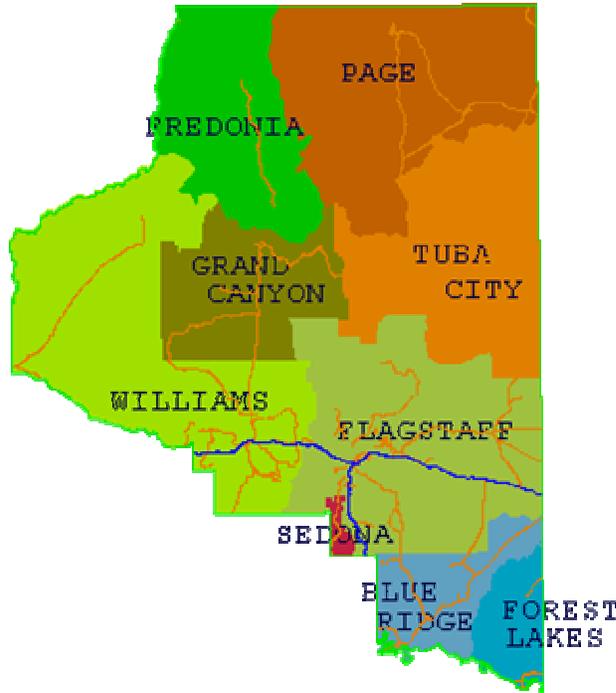


Figure 6. Geographic Sections/Beats of Patrol in Coconino County. The Page Division includes Page and Fredonia, The Williams Division includes Williams and Grand Canyon, and the Flagstaff Division includes the greater Flagstaff area with substations in Sedona, Blue Ridge, Forest Lakes, and Tuba City.

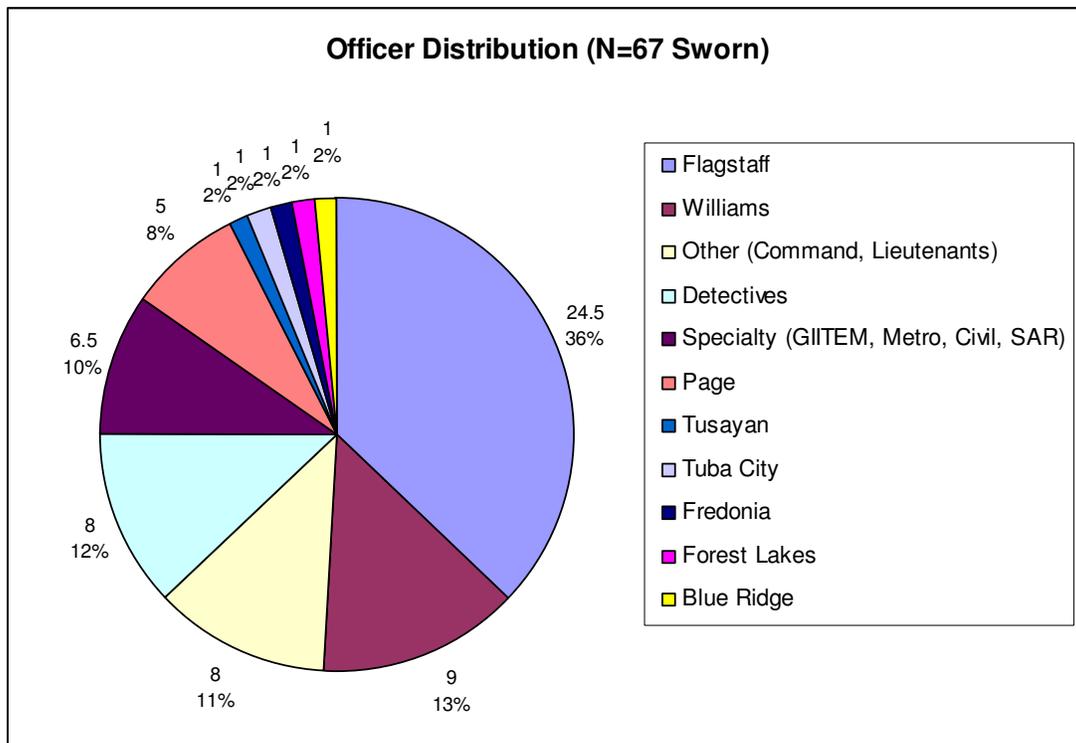


Figure 7. Distribution of Sworn Peace Officers across beats and other assignments.

Flagstaff Patrol

The Flagstaff Patrol District is responsible for providing patrol functions to the eastern and southern portions of Coconino County. This includes substations in: Tuba City, Sedona, Blue Ridge and Forest Lakes. In addition to the deputies assigned to the substations, there are six community policing deputies assigned to: Kachina Village, Munds Park, Doney Park West, Doney Park East, Timberline/Fernwood, and Mormon Lake/Ranch Areas. Requests for law enforcement officers for special duties / assignments also are managed by Flagstaff Patrol.

Flagstaff Patrol is staffed by: (2) Lieutenants – one Administrative Lieutenant and one Operations Lieutenant, (5) Sergeants – four Patrol Sergeants and one Search & Rescue Sergeant, (3) Corporals, (1) Civil Corporal, (17) Deputies, (4) Substation Deputies and (3) Civilian Administrative Specialists.

Page Patrol

The Page Patrol District is responsible for providing patrol functions for the northern portion of Coconino County including the North Rim of the Grand Canyon, Page, boat patrol on Lake Powell and the Colorado River, and Fredonia where there is a substation.

Page Patrol is staffed by: (1) Lieutenant, (1) Sergeant, (2) Patrol Deputies, (2) Boat Patrol Deputies, and (1) Substation Deputy.

Williams Patrol

The Williams Patrol District is responsible for providing patrol functions for the western portion of Coconino County, including a substation in Tusayan / Grand Canyon. This district also has been developing community policing programs in: Kaibab Estates and Parks.

Williams Patrol is staffed by: (1) Lieutenant, (2) Sergeants, (8) Patrol Deputies – seven assigned to the Williams area and one assigned to Tusayan, and (1) Civilian Administrative Specialist.

METHOD OF DATA ANALYSES

The Coconino County Sheriff's Office contracts with the Flagstaff Police Department to provide our Dispatch Services. All 911 calls, reports of crime, and other requests for a deputy's response go through their Dispatch Center and are entered in the Computer Aided Dispatch (CAD) database. Information from these calls is downloaded to our ILEADS/Records Management System (RMS) database.

The data in this report is primarily from our ILEADS/Records Management System. When possible, data excludes calls or reports that have "Cancelled" status. The cancellation of a call or report may occur if several dispatchers receive calls and enter data on the same incident independently, if the call must be reassigned to another agency/jurisdiction, or if the event is resolved by the reporting party and does not require further follow-up by a law enforcement officer. We feel that reporting out of RMS and excluding cancelled calls provides the most conservative estimate of our activity.

CALLS FOR SERVICE

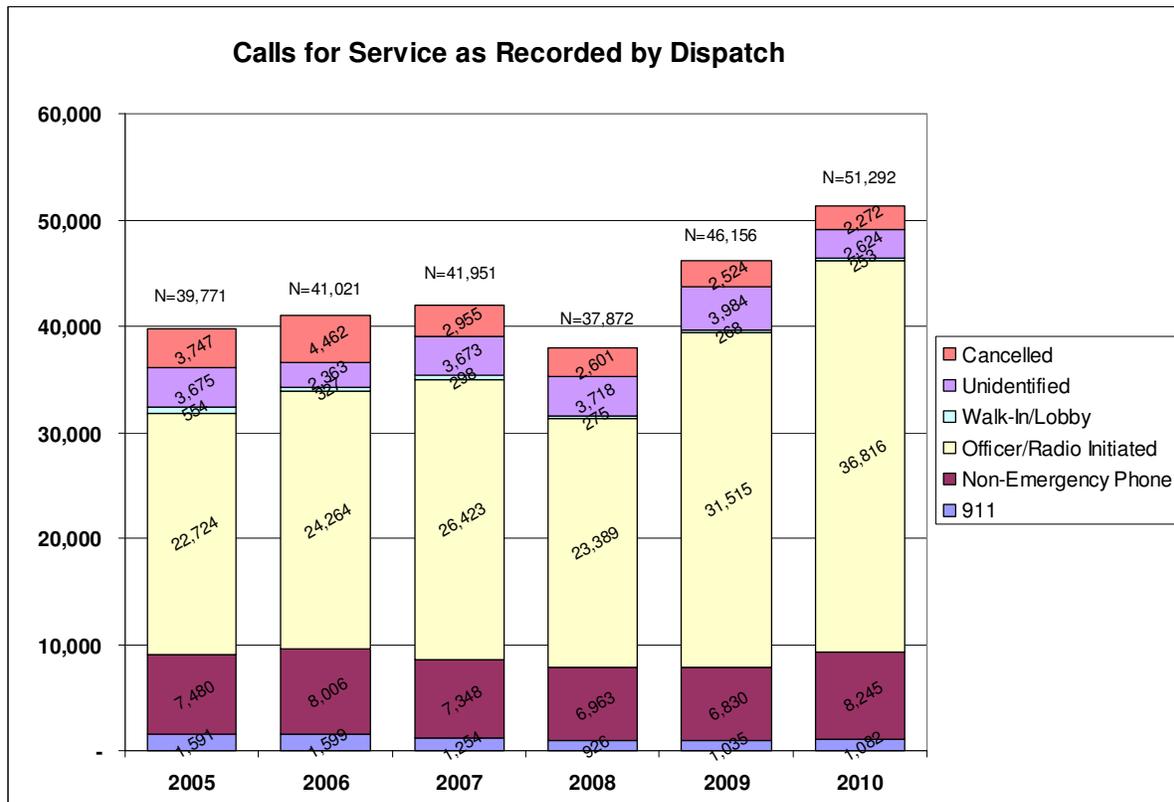


Figure 8. Calls for Service and Method Received as recorded by Dispatch (CAD). Officers respond to and initiate an average of over 40,000 events each year. Officer/Radio initiated activities include patrols of neighborhoods, patrols of forest roads, property checks, business checks, motorists/public assists, civil paper service, traffic stops, assist other agency, etc.).

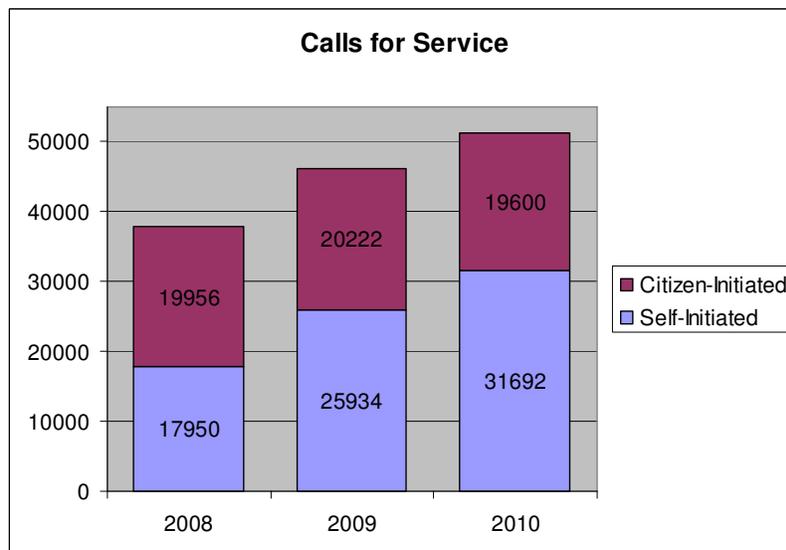


Figure 9. Calls for Service – How Initiated). This differs from the Dispatch categories of How Received because it categorizes the Nature of the Call into Citizen versus Officer Initiated. For example, Dispatch may code a Motorist Assist as Officer Initiated, whereas this graph codes it as Citizen Initiated because it is in response to a citizen in need of service. Cancelled calls (which make up approximately 4-7% of the data) are included.

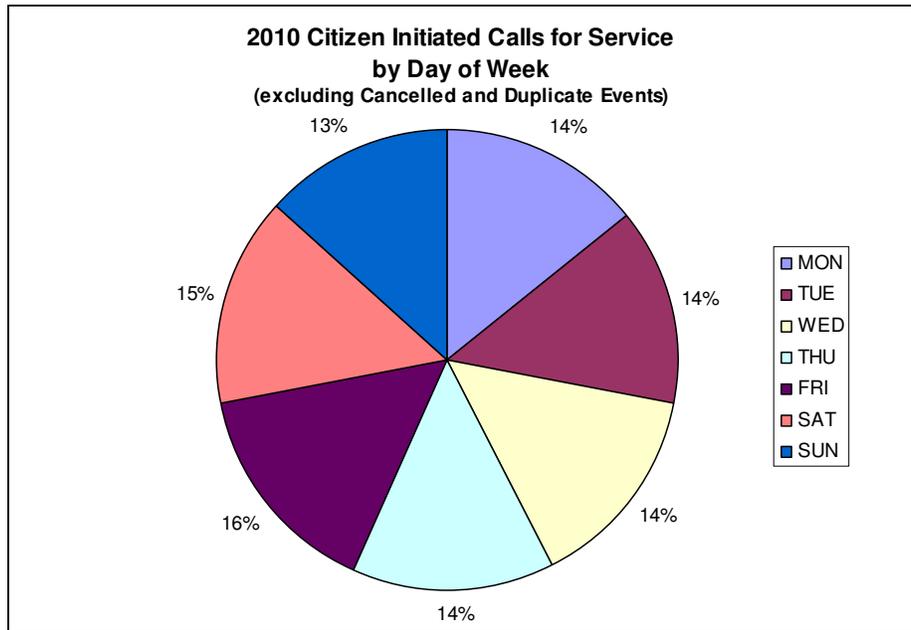


Figure 10. Citizen Initiated Calls for Service by Day of Week (excluding calls marked cancelled). Because the data is across an entire year, it does not address the question of whether holiday weekends or extreme weather events such as snow storms affect the distribution of calls. Data is from ILEADS/CCSO queried with ATAC.

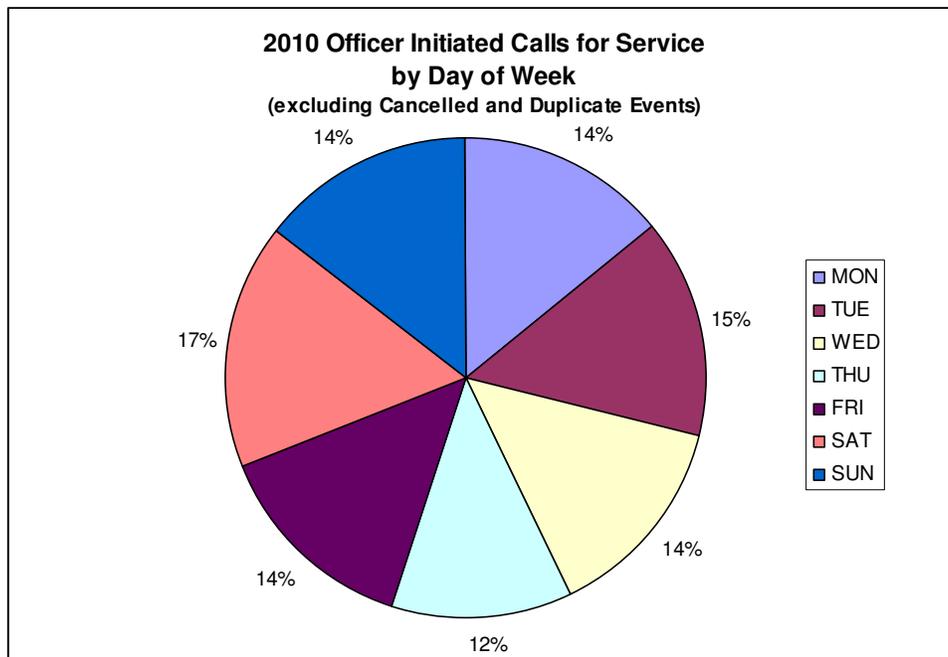


Figure 11. Officer Initiated Calls for Service by Day of Week (excluding calls marked cancelled). Data is from ILEADS/CCSO queried with ATAC.

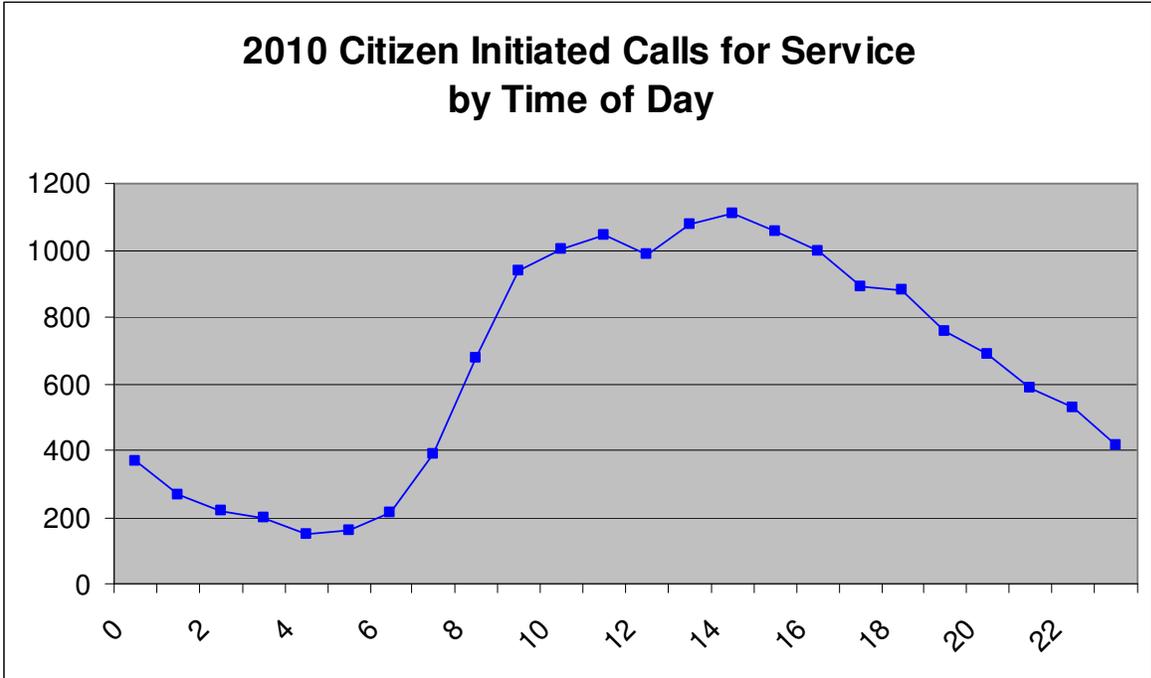


Figure 12. Citizen Initiated Calls for Service by Time of Day shown in Military Time). Peak time of calls is begins around 0900 and declines steadily after 1900. Includes Cancelled calls which made up a little more than 4% of all of the calls in 2010. Data is from ILEADS/CCSO queried with ATAC.

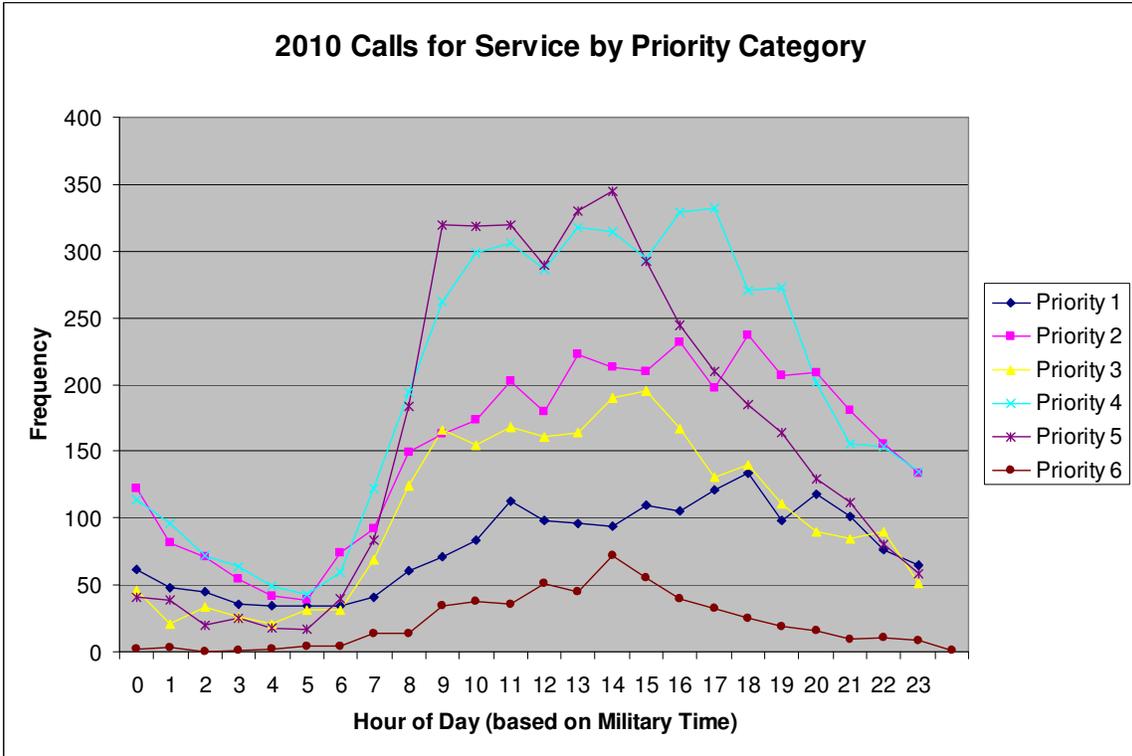


Figure 13. Citizen Initiated Calls for Service by Time of Day and Priority Level for 2008 and 2010 (excluding officer initiated calls such as traffic stops, area patrols, etc.). Priority 1 is the highest emergency level; Priority 6 is the lowest emergency level. Priority levels are assigned by Dispatch / Call Takers at the time of call. Data is from ILEADS/CCSO queried with ATAC.

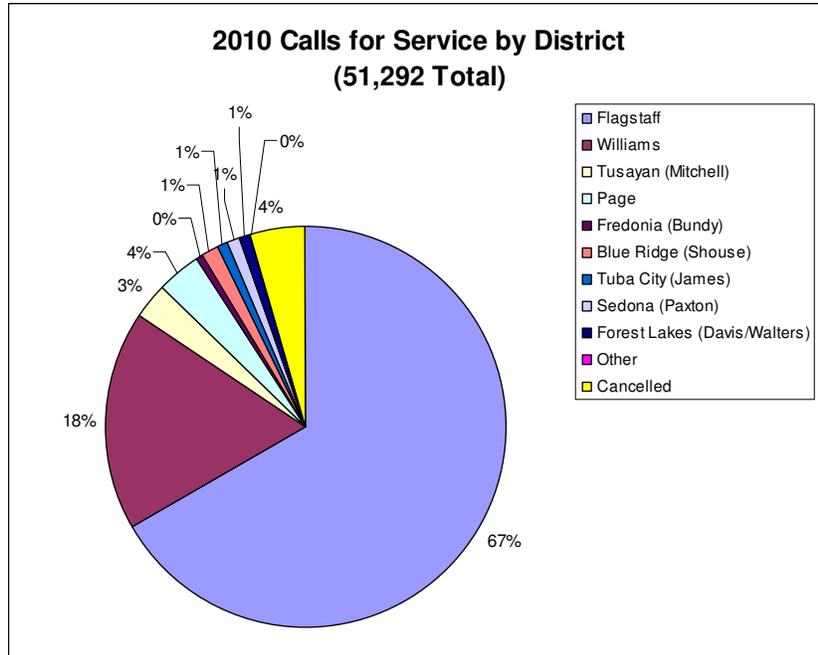


Figure 14. Calls for Service by District/Substation during 2010. Note that Calls for Service also include officer initiated activity such as traffic stops, community patrols, and some volunteer property checks. Substations are estimated by name of officer normally assigned (as noted by the name in parentheses) and do not include calls when an officer from another district responds to the substation. Includes Cancelled calls which made up approximately 4% of all of the calls in 2010. Data is from ILEADS/CCSO queried with ATAC.

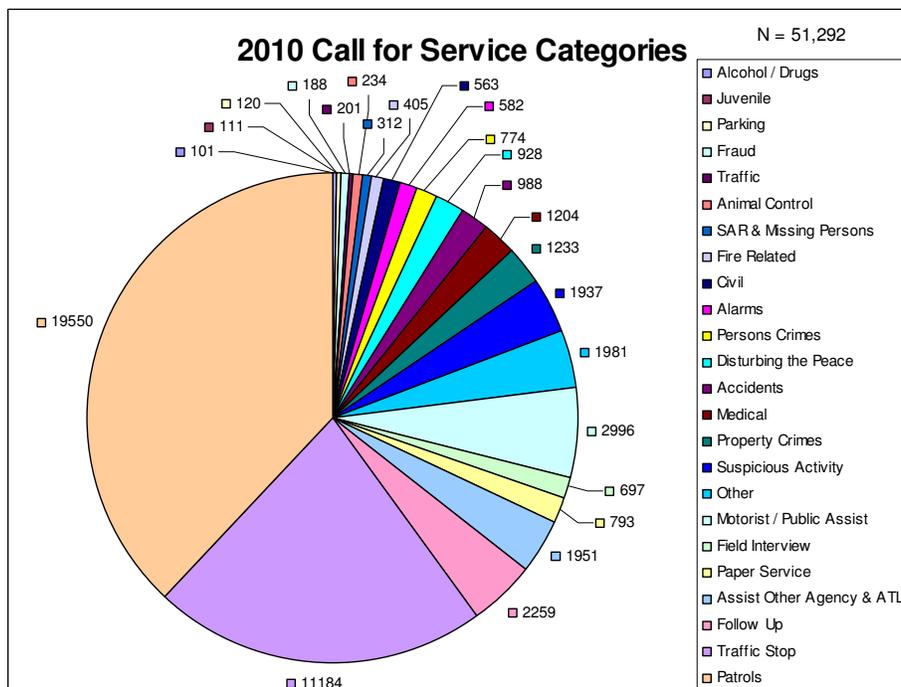


Figure 15. Calls for Service by Categories based on Nature of the Call. The nature of the call is entered by Dispatch when a call is received and may not reflect the final criminal activity or type of report taken by an officer. The last six categories are typically officer initiated activities. Includes Cancelled calls which made up approximately 4% of all of the calls in 2010. Data is from ILEADS/CCSO queried with ATAC.

REPORTS TAKEN

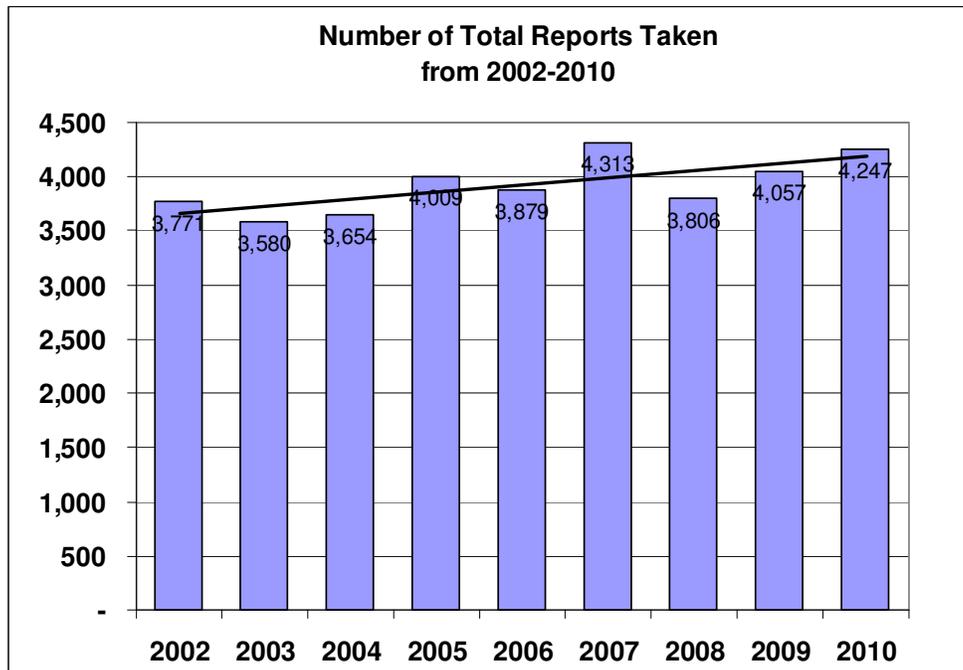


Figure 16. Total Number of Reports Across Years. Number of reports taken is lower than calls for service because not all calls for service result in a departmental report. Data is from ILEADS/CCSO queried with ATAC.

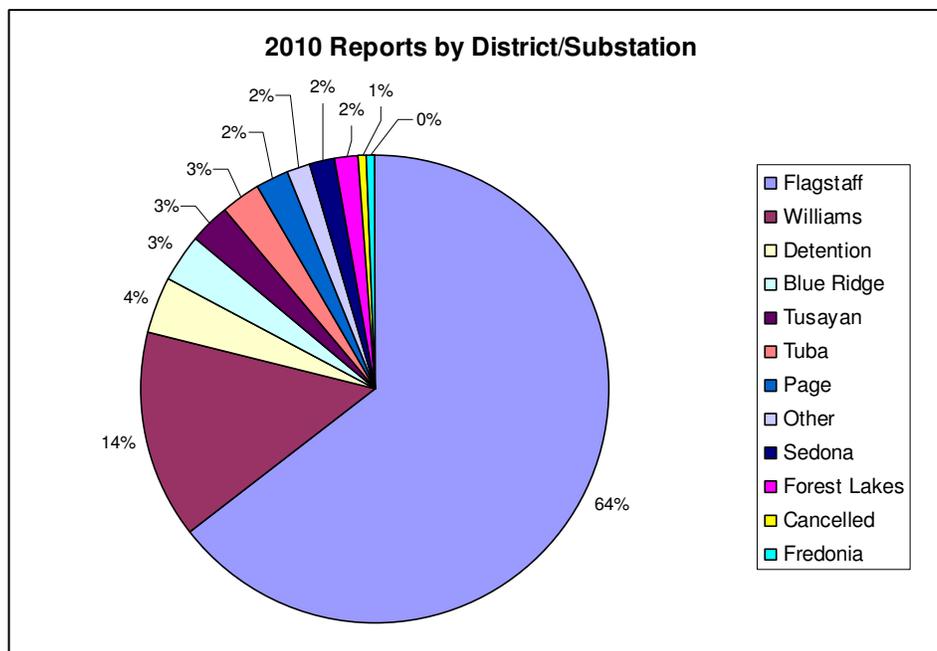


Figure 17. Percentage of Reports Taken by District/Substation in 2010. Data is summarized from neighborhood designations assigned to reports. Not shown in this graph are an additional 436 Detention Incident Reports (CCDF) in 2010. Data is from ILEADS/CCSO queried with ATAC.

WILLIAMS DISTRICT REPORTS TAKEN

Neighborhood	District	2005	2006	2007	2008	2009	2010
Kaibab Estates	Williams	193	105	153	151	135	114
NF Williams	Williams	*	*	*	*	63	93
Williams, City of	Williams	102	52	49	65	61	76
Redlake	Williams	*	*	*	*	67	74
Parks North & South	Williams	76	76	64	92	74	61
Hwy 64 (Williams-Tusayan)	Williams	*	*	*	*	66	49
Valle	Williams	100	79	71	67	69	47
I40W	Williams	*	*	*	*	60	45
Junipine Estates	Williams	*	*	*	*	3	18
Sherwood Forest	Williams	*	*	*	*	11	14
Westwood Ranches	Williams	*	*	*	*	29	13
Peach Springs	Williams	*	*	*	*	6	5
Garland Prairie	Williams	5			2	3	5
Woods Subdivision	Williams	*	*	*	*	0	2
Supai	Williams	*	*	*	*	2	2
West of Williams	Williams	*	*	*	*	0	1
Pitman Valley	Williams	*	*	*	*	2	1
Cataract Canyon	Williams	*	*	*	*	1	0
Tusayan	Tusayan	197	198	180	148	116	123
NF Tusayan	Tusayan	*	*	*	*	3	1

PAGE DISTRICT REPORTS TAKEN

Neighborhood	District	2005	2006	2007	2008	2009	2010
Page, City of	Page	53	48	19	28	50	39
Greenhaven	Page	*	*	*	*	25	24
Wahweap	Page	*	*	*	*	8	10
Powell, Lake	Page	*	*	*	*	3	9
Hwy 89A (North)	Page	*	*	*	*	3	8
Marble Canyon	Page	*	*	*	*	8	8
Lees Ferry	Page	*	*	*	*	2	1
Navajo Reservation N (Kaibito)	Page	*	*	*	*	3	1
Vermillion Cliffs	Page	*	*	*	*	1	0
Other	Other	*	*	*	*	24	32
Grand Canyon South	Other	13	1	8	9	11	18
Grand Canyon North	Other	3	4	0	0	1	1
Grand Canyon West	Other	2	1	1	1	0	1
Fredonia, City of	Fredonia	*	*	*	*	14	11
NF Kaibab North	Fredonia	*	*	*	*	8	4
BLM Land (Fredonia)	Fredonia	*	*	*	*	1	3

FLAGSTAFF DISTRICT REPORTS TAKEN

Doney Park West	Flagstaff	354	415	351	290	369	329
Kachina	Flagstaff	206	209	246	224	240	215
Flagstaff, City of	Flagstaff	229	240	267	173	208	205
Doney Park East	Flagstaff	184	188	217	201	210	198
FS 510	Flagstaff	*	*	*	*	116	197
Hwy 89N	Flagstaff	*	*	*	*	87	195
FS 505	Flagstaff	*	*	*	*	128	181
Munds Park	Flagstaff	169	155	131	118	140	173
NF Flagstaff	Flagstaff	197	226	260	210	225	161
Bellemont	Flagstaff	61	80	100	160	108	137
Timberline/Fernwood	Flagstaff	158	117	137	122	138	123
Mountaineer	Flagstaff	102	86	68	88	84	78
Lake Mary Rd	Flagstaff	*	*	*	*	64	67
Snowbowl Property	Flagstaff	*	*	*	*	55	59
I17	Flagstaff	*	*	*	*	50	45
Mormon Lake	Flagstaff	38	17	19	22	33	38
I40E	Flagstaff	*	*	*	*	49	36
Alpine Ranchos	Flagstaff	*	*	*	*	22	27
Snowbowl Road	Flagstaff	*	*	*	*	31	27
Fort Tuthill	Flagstaff	*	*	*	*	38	27
Baderville	Flagstaff	21	15	18	17	21	24
Mountain Del	Flagstaff	*	*	*	*	8	19
West Village / Kiltie	Flagstaff	*	*	*	*	13	19
Antelope Hills	Flagstaff	*	*	*	*	6	18
Hwy 89A (South)	Flagstaff	*	*	*	*	23	17
Forest Highlands	Flagstaff	*	*	*	*	16	13
Heckathorn	Flagstaff	*	*	*	*	5	12
Old Munds Hwy	Flagstaff	*	*	*	*	14	12
Lockett Ranches	Flagstaff	*	*	*	*	19	12
Forest Dale	Flagstaff	*	*	*	*	1	11
Hwy 180	Flagstaff	*	*	*	*	18	11
Fort Valley	Flagstaff	*	*	*	*	6	9
Sunset Crater	Flagstaff	*	*	*	*	0	7
Turquoise Ranches	Flagstaff	*	*	*	*	9	7
Howard Mesa	Flagstaff	*	*	*	*	11	6
Garland Prairie	Flagstaff	*	*	*	*	3	5
Walnut Canyon	Flagstaff	*	*	*	*	1	4
Deadman Flat	Flagstaff	*	*	*	*	1	3
Hopi Hills	Flagstaff	*	*	*	*	2	2
Lake Mary Meadows	Flagstaff	*	*	*	*	5	2
Hidden Hollow	Flagstaff	*	*	*	*	6	2
Navajo Army Depot	Flagstaff	*	*	*	*	0	1
Whitehorse	Flagstaff	*	*	*	*	0	1
Elk Park Meadows	Flagstaff	*	*	*	*	2	1
River Bottom	Flagstaff	*	*	*	*	2	1
Mountain View	Flagstaff	*	*	*	*	6	1

Pine Del	Flagstaff	*	*	*	*	10	1
Diablo, Canyon	Flagstaff	*	*	*	*	1	0
Hart Prairie	Flagstaff	*	*	*	*	1	0
Sheriff's Office	Flagstaff	*	*	*	*	1	0
Navajo Reservation S (Leupp)	Flagstaff	*	*	*	*	2	0
Wupatki	Flagstaff	*	*	*	*	2	0

FLAGSTAFF DISTRICT SUBSTATION REPORTS TAKEN

Neighborhood	District	2005	2006	2007	2008	2009	2010
Hwy 66	Tuba	*	*	*	*	34	55
Grey Mountain	Tuba	*	*	*	*	31	26
Cameron	Tuba	*	*	*	*	8	12
Tuba, City of	Tuba	*	*	*	*	13	9
Navajo Reservation (Tuba)	Tuba	*	*	*	*	0	3
Hwy 160	Tuba	*	*	*	*	3	3
Hwy 64 (Cameron-GC)	Tuba	*	*	*	*	0	1
Oak Creek Canyon	Sedona	50	32	49	82	47	41
NF Oak Creek	Sedona	*	*	*	*	22	26
Sedona, City of	Sedona	*	*	*	*	8	2
Hwy 179	Sedona	*	*	*	*	2	1
NF Blue Ridge	Blue Ridge	*	*	*	*	79	56
Blue Ridge	Blue Ridge	*	*	*	*	20	46
SR 87	Blue Ridge	*	*	*	*	7	13
Starlight Pines	Blue Ridge	*	*	*	*	7	9
Clear Creek 8 & 9	Blue Ridge	*	*	*	*	17	8
Clear Creek 1 & 2	Blue Ridge	*	*	*	*	7	6
Clear Creek 3 & 7	Blue Ridge	*	*	*	*	4	4
NF Apache-Sitgreaves	Forest Lakes	*	*	*	*	41	42
Forest Lakes	Forest Lakes	38	36	24	31	13	27

Table 2. Number of Reports from Neighborhood Designations. Neighborhoods are assigned during data entry and do not necessarily match other county named/district boundaries. Not reflected in this table is that some neighborhoods are served by more than one District/Substation. We are working on a layer to our map system that would automate geographical/community labels. Data from ILEADS/CCSO queried with ATAC. * Data not separated for this Neighborhood area.

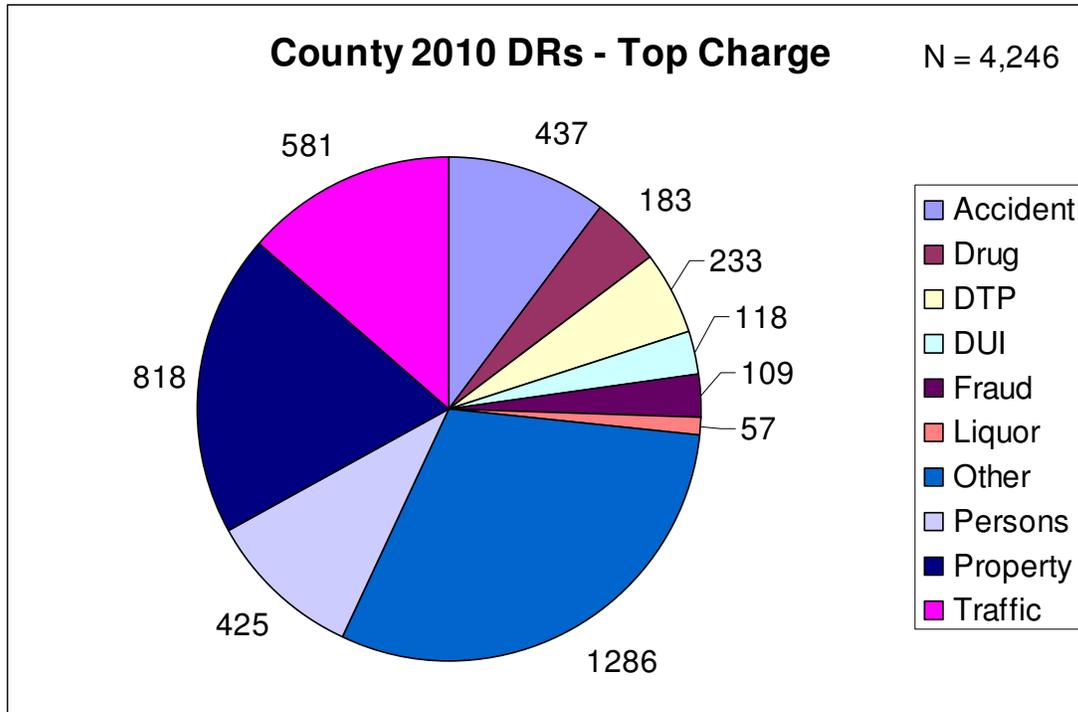


Figure 18. Summary of Top Offense Types Listed on Reports. While some reports may have several offenses listed, this graph is based on only the most severe offense from each report. Accident = Private Property and Public Thoroughfare; Drug = Drug charges; DTP = Disturbing the Peace / Disorderly Conduct; DUI = Driving Under the Influence; Fraud = Fraud; Other = Failure to Appear, Warrants, Search/Rescue Missions, Agency & Citizen Assists, Lost/Found Property, Suspicious Activity, etc.; Persons = Crimes Against Persons such as Assaults, Sex Crimes, Armed Robbery, Domestic Violence, and Threats/Harassment; Property = Crimes Against Property such as Criminal Damage, Burglaries, and Thefts; Traffic = Insurance, Registration, License, and Moving Violations. Offense types are representative of categories and not specific Arizona Revised Statute charges. Data is from ILEADS/CCSO queried through ATAC.

CRIME MAPPING

In October 2010, the Coconino County Sheriff's Office rolled out a web service crime mapping program which is available to the public. The free, crime-mapping national database is called RAIDS Online. During community and Neighborhood Watch meetings, we regularly report to citizens a summary of the types of crimes and incidents that have been occurring in their communities. With the help of the web based technology RAIDS Online, a wealth of crime information is available to the public with the push of a button. Citizens can view crimes by type, location, and date range. The program is powered by Bair Software and uses the Google Maps system, allowing citizens to zoom in for a neighborhood view and out for a broader view. With the click of the mouse on any of the colored icons, basic information including the crime type, report number, date, time, and location can be viewed for any crime.

To access the crime map information for Coconino County, citizens can go to <http://www.raidsonline.com>. The most serious crime listed on the report is the category for which the incident is mapped. For example, if a crime report included both a burglary and criminal damage, the crime would be mapped only once and under the category of burglary. The Analytics Tools allow citizens to look at the major crime types in different graph formats. The data also can be viewed in a grid or list format and a summary of the metadata can be viewed. Please visit our website for more information on RAIDS online.

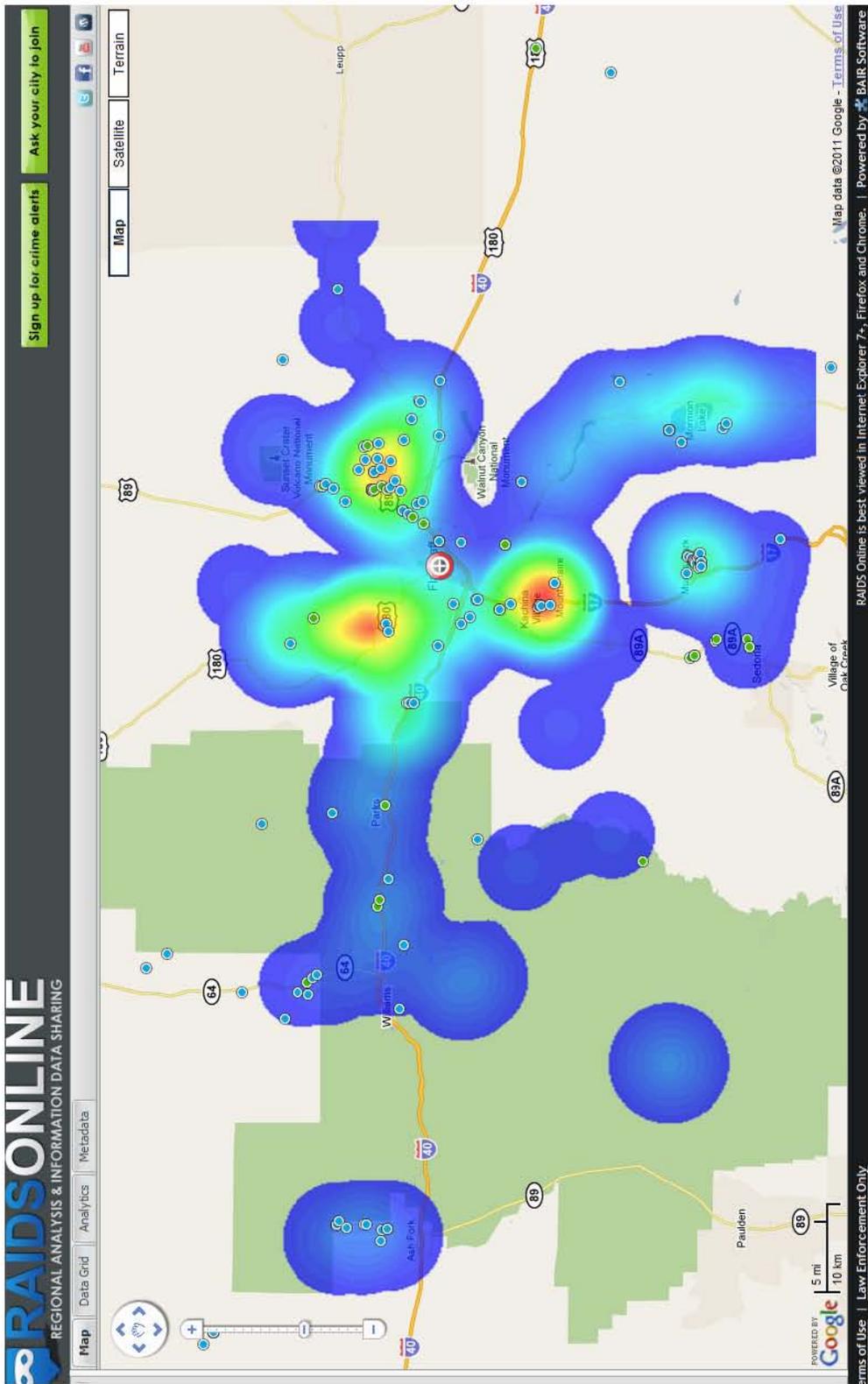


Figure 19. Density Map of 2010 Burglaries from RAIDS Online. Includes Commercial, Residential, and Automobile.

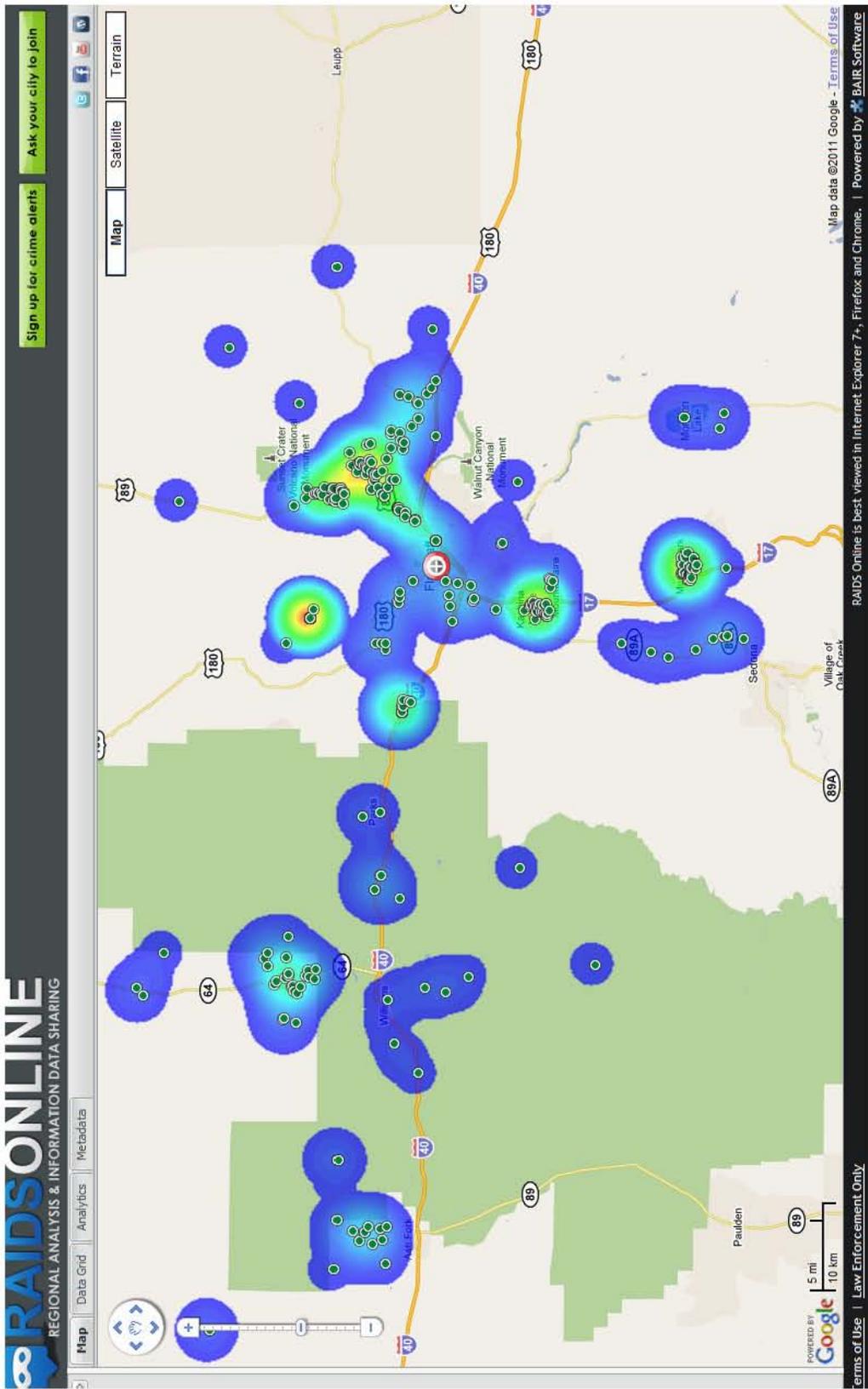


Figure 20. Density Map of 2010 Thefts from RAIDS Online. Includes Thefts and Fraud.

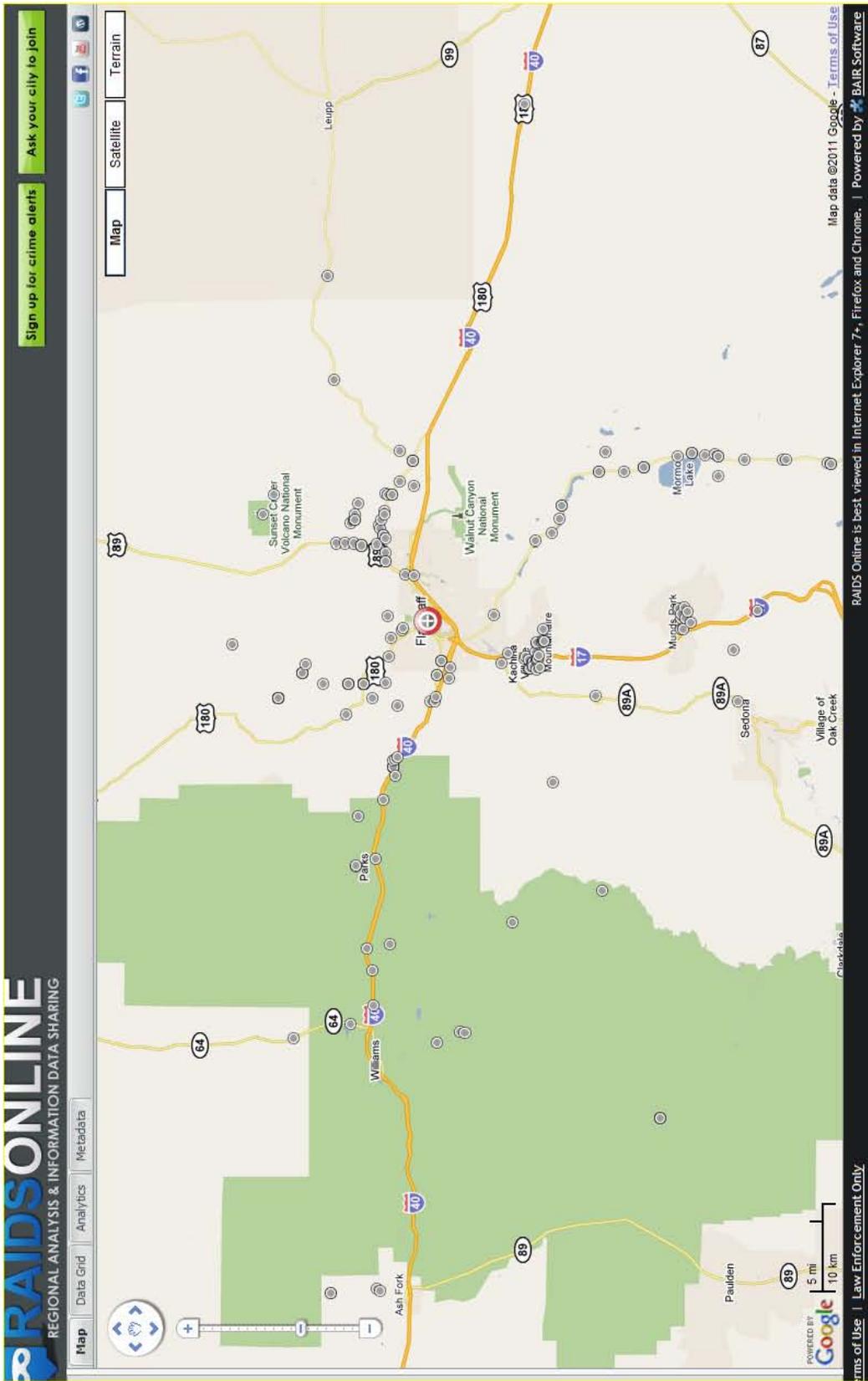


Figure 21. Map of 2010 Accidents from RAIDS Online. Includes Private Property and Public Thoroughfare.

Burglaries		Thefts		Accidents	
Community	Number	Community	Number	Community	Number
Other	47	Other	70	Bellemont	56
Blue Ridge	32	Doney Park	54	Other	48
Doney Park	29	Snowbowl	31	National Forest	43
Forest Lakes	19	Tusayan	31	Lake Mary Rd	36
Munds Park	18	National Forest	28	Snowbowl	30
National Forest	17	Munds Park	27	FS 510	19
Kaibab Estates	11	Kachina	25	Doney Park	18
Tusayan	9	Timberline	24	Kachina	18
Timberline	6	Red Lake	22	Munds Park	16
Red Lake	6	Bellemont	17	Mountaineire	14
Parks	6	Kaibab Estates	15	Tusayan	11
Oak Creek	6	Hwy 89N	10	FS 505	8
Valle	5	Blue Ridge	7	Hwy 66	6
Kachina	5	Oak Creek	7	Hwy 89N	6
Antelope Hills	4	Flagstaff	6	I-40	6
Hwy 89N	3	Valle	6	Parks	6
Hwy 66	3	Hwy 64	4	Blue Ridge	4
Flagstaff	3	Mountaineire	4	Timberline	4
Bellemont	3	FS 505	3	Hwy 180	3
SR 89A	2	FS 510	3	Hwy 64	3
I-40	2	Forest Lakes	2	I-17	2
FS 505	2	Hwy 66	2	SR 89A	2
FS 510	1	I-40	2	Valle	2
Snowbowl	1	Hwy 180	1	Hwy 160	1
Hwy 64	1	I-17	1	Flagstaff	1
				Forest Lakes	1
				SR 87	1

Table 3. Summary of 2010 Burglary, Theft, and Accident Maps by a Sample of Neighborhoods / Communities. Burglaries include Commercial, Residential, and Automobile cases; Thefts include Thefts and Fraud; Accidents include Private Property and Public Thoroughfare. Data from ILEADS queried with ATAC.

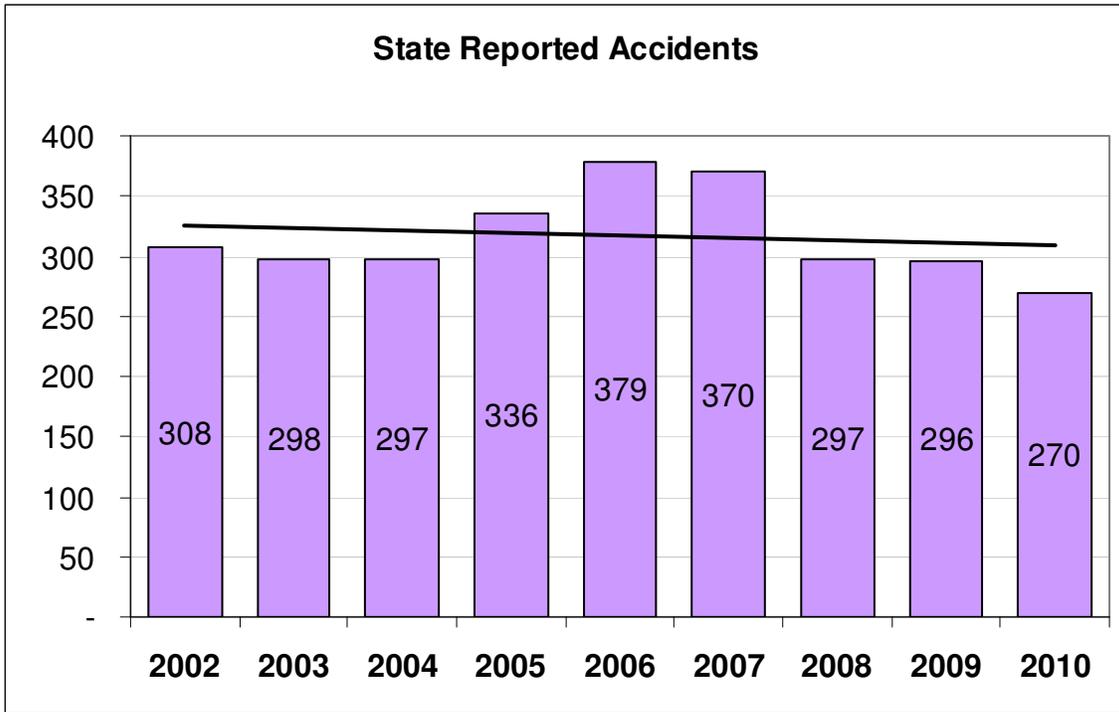


Figure 22. Number of Accidents Requiring State Reporting. These are accidents that occur on roadways and do not include private property accidents. Data is from ILEADS/CCSO.

ARRESTS

Over the past several years, the criminal justice system in Coconino County has taken a novel approach to having people serve time in jail. It was noted that many individuals serving time were non-violent offenders. A by-product was that community businesses were losing productivity because these members of the work force were not able to report for work when incarcerated. An additional by-product of booking individuals for minor infractions was that the jail faced over-crowding issues. As a result, several programs were started to address these issues. One program was Pre-Trial Services. Another program encouraged officers to cite and release individuals for minor, non-violent crimes where there was no perceived danger to the parties involved if the individual was not taken into custody immediately.

Cite and release differs from booking in that the individual is not immediately taken into custody and booked into jail. In both booking and cite and release cases, the individual receives a citation listing the charges against him/her. For those who are cited and released, the person still must appear before the appropriate court on a predetermined date for review of the case and sentencing. Sentencing may or may not result in jail time.

In many circumstances, officers are afforded additional flexibility in dealing with juvenile offenses. Unless the crime is of serious nature, juveniles are often referred to the Juvenile Justice System which reviews the case and determines the necessary actions.

The Sheriff's Office does not require officers to fill quotas for citations, arrests, etc. Rather, the policy of the Sheriff's Office continues to be to take the actions necessary to result in corrective behavior of the offender and safety of the community.

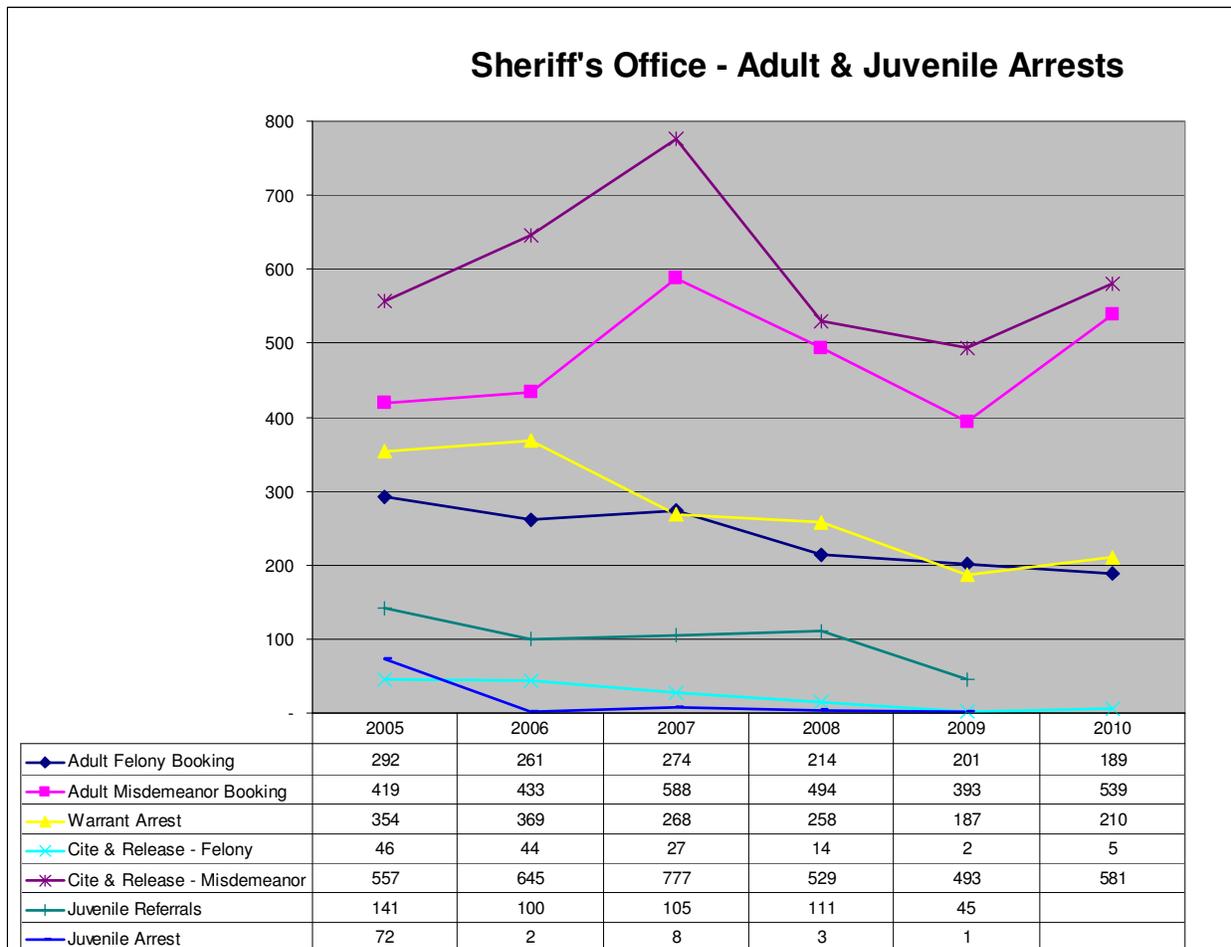


Figure 23. Adult and Juvenile Arrests by Year. Shown are bookings, warrant arrests, cite and releases, and juvenile referrals by Coconino County Sheriff's Office Deputies. 2010 Juvenile data not available at time of this report. Data is from Systems Security Manager summaries.

CITATIONS / COMPLAINTS

A citation or complaint is an order requiring a person to appear in court on a specific date and time to respond to allegations contained in the citation. Citations are issued for traffic related offenses; complaints are issued for non-traffic, misdemeanor related offenses. Citations fall into the categories of Civil Traffic Citations (example: failure to stop at a red light) and Criminal Traffic Citations (example: speed 20 over limit). Complaints fall into categories of Misdemeanor Criminal Complaints (example: assault, shoplifting, etc.) and Petty Offenses (example: disorderly conduct – noise).

From 2008-2010, approximately 52% of all citations were Civil Traffic Citations written into Flagstaff Justice Court. From 2008-2010, Civil Traffic Citations written into Williams Justice Court doubled (and represent an average of 12% of the total citations CCSO writes). From 2008-2010, Criminal Traffic Citations written into Flagstaff Justice Court doubled (and represent an average of 9% of the total citations CCSO writes). From 2008-2010, Misdemeanor Criminal Complaints written into Flagstaff Justice Court doubled (and represent an average of 9% of the total citations CCSO writes)

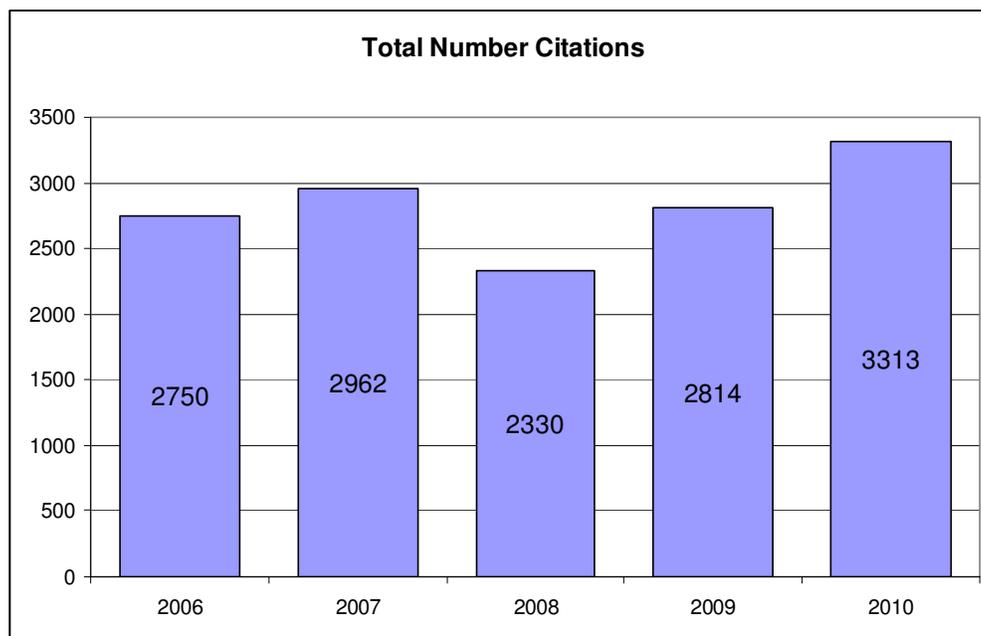


Figure 24. Number of Citations from 2006-2010. Data from ILEADS/CCSO.

TRAFFIC & DUI ENFORCEMENT

The Coconino County Sheriff's Office is an active participant of traffic enforcement programs throughout the county. The traffic enforcement program focuses on identifying and taking appropriate action against aggressive drivers, impaired drivers, drivers endangering occupants, speeders, and drivers disobeying other highway safety related laws. The goal is to help prevent crashes and avoid deaths and injuries by improving enforcement of drug-impaired driving violations in Coconino County.

To enhance the traffic enforcement program, we currently have six officers certified as Drug Recognition Experts (DRE). DRE procedures were developed in the 1970's by traffic enforcement officers of the Los

Angeles Police Department. Officers trained in this technique use a standardized twelve step evaluation process that helps the officer determine if a person is under the influence of drugs and potentially identify the type of drug causing the impairment. Officers acquire the knowledge and skills needed to distinguish among individuals under the influence of alcohol, those who are under the influence of other drugs, those under the influence of a combination of alcohol and drugs, and those suffering from an injury or illness. Based on the evaluation, the DRE can request the collection and analysis of an appropriate chemical sample (blood or urine) to obtain corroborative, scientific evidence of the subject's drug use. The skills of a DRE also may be called upon during criminal investigations.

Several of our DRE officers also are involved in the Drug Impairment Training for Educational Professionals (DITEP) program in Coconino County schools. The purposes of this program are to help prevent crashes and avoid deaths and injuries from students who are leaving campuses under the influence of drugs and to provide the school system methods of ensuring a safe learning environment by interdicting possible drug problems. The Sheriff's Office has two officers certified to train education professional in DITEP. They have trained over 140 school administrators, counselors, teachers, nurses and support staff. Arizona is a leader in this program.

Since 2005, we also have trained officers in the techniques of phlebotomy as a tool in addressing the threats DUI drivers pose to public safety. Officers participating spend several weeks of both classroom and field training to become certified to draw blood. According to law, an officer can request a DUI suspect submit to a blood draw for analyses of substances that can cause impairment.

In addition to our agency's regular traffic and DUI enforcement activities, we partner with other area law enforcement agencies to conduct DUI Task Force patrols, especially during holidays and three-day weekends. A mobile command trailer often is used to manage these DUI targeted patrols. Waterway DUI/OUI enforcement efforts are summarized under Special Assignments, Boat Patrol Program.

Our Traffic and DUI Enforcement program has received much support from the Governor's Office of Highway Safety (GOHS) which provides grant funding for these activities. The grants have allowed us to purchase equipment (e.g., in-car video systems, digital cameras, moving radar units, portable breath test instruments, and stop sticks) and fund overtime that enhances our ability to detect and process DUI drivers. The grants also funded equipment and overtime for the implementation of the DITEP program.

Traffic Data Summary			
Description	2008	2009	2010
Total Fatalities	5	0	1
Total Injuries	85	81	63
Alcohol-Related Fatalities	1	0	0
Alcohol-Related Injuries	4	4	7
Speed-Related Fatalities	0	0	1
Speed-Related Injuries	11	12	13
Speed Citations	799	1121	1216
Red Light Running Citations	11	9	8
DUI Alcohol Arrests Total	75	96	193
DUI Alcohol Arrests - 21 and over	68	88	173
DUI Alcohol Arrests - Under 21	7	8	20
DUI Drug Arrests Total	10	17	4
DUI Drug Arrests - 21 and over	8	13	3

DUI Drug Arrests - Under 21	2	4	1
Sober Designated Drivers Contacted	N/A	N/A	N/A
Total Contacts (not line item in GOHS)	7879	8911	11184
Youth Alcohol Violations - Under 21 Title 4	60	68	59
Youth Alcohol Violations - 21 and over Title 4	67	44	50
Pedestrian Fatalities	1	0	0
Pedestrian Injuries	2	4	4
Bicycle Fatalities	0	0	0
Bicycle Injuries	2	2	3
Child Restraint Citations	17	25	105
Seat Belt Citations	10	9	46
Total Agency Citations	3306	4026	4658
Total DUI Arrests (not line item in GOHS)	77	104	89
Total Extreme DUI (as % of DUI Arrests)	42%	58%	39%
Total Aggravated DUI (as % of DUI Arrests)	0%	2%	0%

Table 4. Traffic/DUI Data Reported to Governor's Office of Highway Safety for 2008 Grant Reporting. Our current database (ILEADS/RMS) requires hand searching of this data.

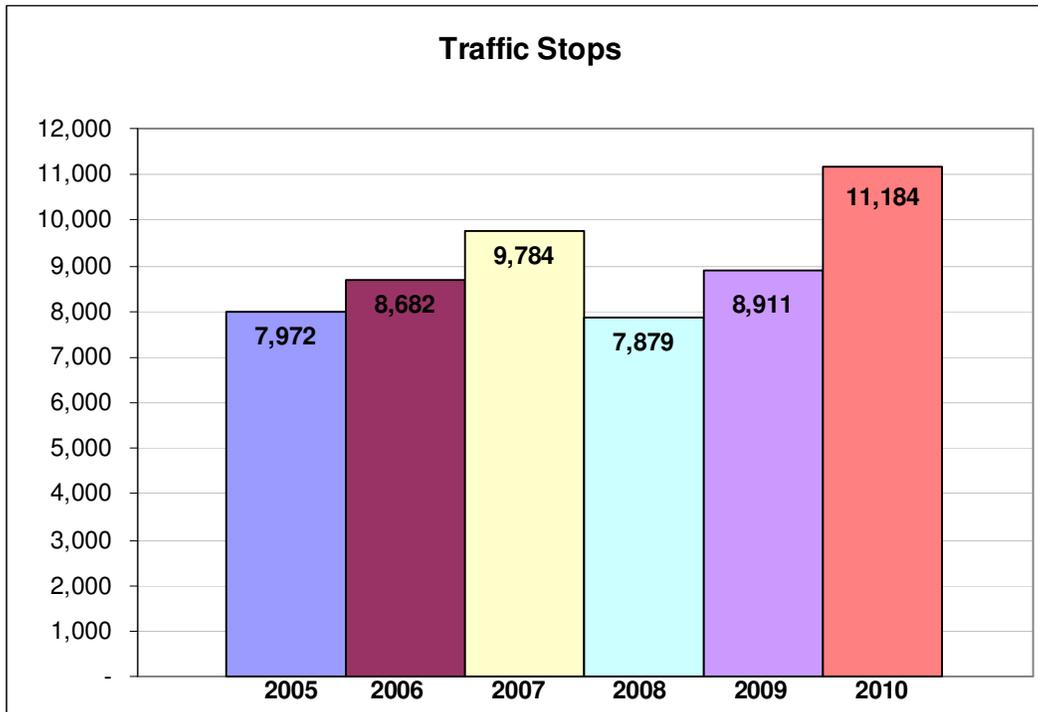


Figure 25A. Number of Traffic Stops Initiated by Deputies from 2005-2010. Data from ILEADS/CCSO queried with ATAC.

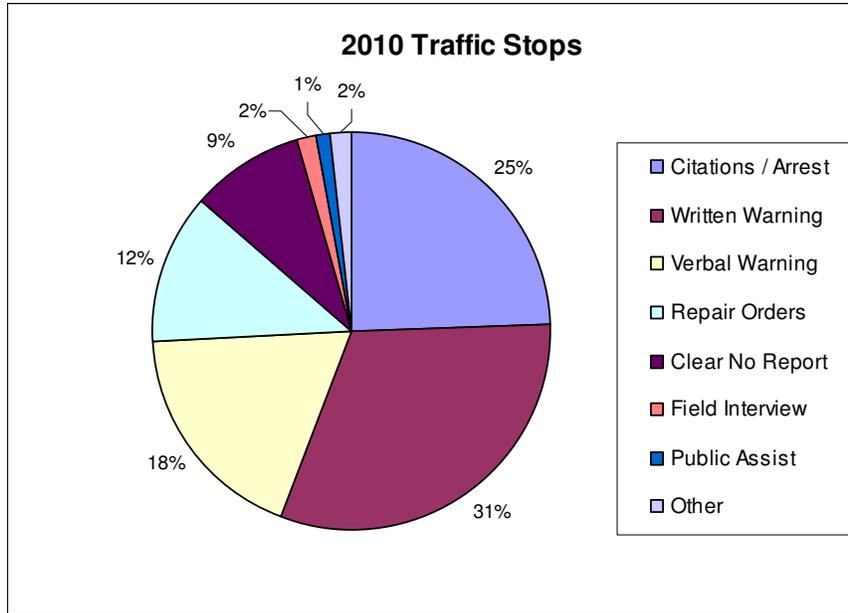


Figure 25B. Traffic Stops Clearance Categories for 2010. Traffic stops may result in a citation, written warning, verbal warning, repair order, field interview, arrest, or clear with no further action. Other=Cancelled Events, Negative Contact, Referred to Other Agency, etc. Data from ILEADS/CCSO queried with ATAC.

OFF HIGHWAY VEHICLE ACTIVITY

The Sheriff's Office works in a highly rural environment and deals with many issues related to off highway vehicles (OHV) and all terrain vehicles (ATV). Some of the issues include general traffic (no license, speeding, etc.), child endangerment (children riding without proper protective gear), disturbing the peace, injury accidents, and search and rescue events for lost hunters or others recreating.

Our current Dispatch and Records Management Systems do not have reporting for these specific activities. We continue to develop ways to improve our ability to track OHV and ATV activities.

Dispatch Entered Call Type	2006	2007	2008	2009	2010
Traffic	79	118	134	133	96
Disturbing the Peace	135	142	104	91	83
Other	53	73	88	95	62
Public & Motorist Assist	42	26	26	57	41
Accident	40	43	46	56	39
EMS	14	15	15	11	16
Suspicious Activity	16	11	15	10	15
SAR / Missing Person	11	21	17	31	12
Trespass	11	9	8	0	6
Juvenile	4	2	2	3	5
Criminal Damage	4	2	2	2	2
Totals	409	462	457	489	377

Table 5. Off Highway Vehicle Calls for Service as received by Dispatch.

Top Offense Category	2007	2008	2009	2010
Public Accident	17	23	31	30
Accident	23	16	22	9
DUI/Liquor	2	2	5	7
Traffic	3	3	19	6
SAR		1	1	3
Other	1		4	3
Assault				2
Contact	3	2	2	1
DTP	2		2	
Criminal Damage		2	1	
Endangerment	1	1	1	
Death		1	1	
Totals	52	49	90	62

Table 6. Off Highway Vehicle Reports Taken.

MANDATORY VEHICLE IMPOUNDS

In Accordance with Arizona Revised Statutes Chapter 8, Article 9 (A.R.S. 28-3511 through 28-3515 and 28-878) the Coconino County Sheriff's Office conducts mandatory impounds of vehicles if:

- A. A person is driving the vehicle while:
 1. The person's driving privilege is suspended or revoked for any reason.
 2. The person has not ever been issued a valid driver license or permit by this state and the person does not produce evidence of ever having a valid driver license or permit issued by another jurisdiction.
 3. The person is subject to an *ignition interlock device* and the person is operating a vehicle without a functioning certified *ignition interlock device*.
- B. A person is driving the vehicle and if all of the following apply:
 1. The person's driving privilege is cancelled, suspended or revoked for any reason or the person has not ever been issued a driver license or permit by this state and the person does not produce evidence of ever having a driver license or permit issued by another jurisdiction.
 2. The person is not in compliance with the financial responsibility requirements of chapter 9, article 4 (i.e. A.R.S. 28-4135) of A.R.S. Title 28 (i.e. A.R.S. 28-4135.A).
 3. The person is driving a vehicle that is involved in an accident that results in either property damage or injury to or death of another person.

Vehicles removed for these infractions are subject to a mandatory 30 day impound. The vehicle owner, spouse of the owner and each party listed on the Motor Vehicle Division registration record with an interest in the vehicle shall be provided with an opportunity for a post-storage (or immobilization) hearing and early release depending on the result of the hearing.

Since the time of implementation of this statute, the Sheriff's Office has experienced a significant workload related to the processing of this mandate.

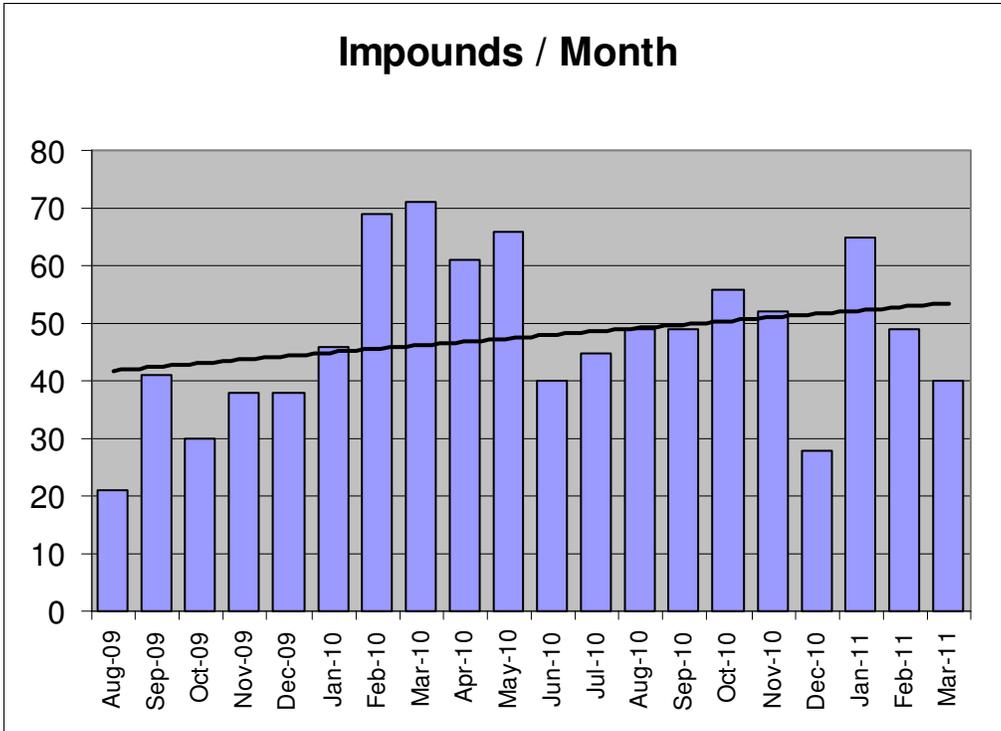


Figure 26. Mandatory Impounds by Month. Data from Impound Tracking Spreadsheet.

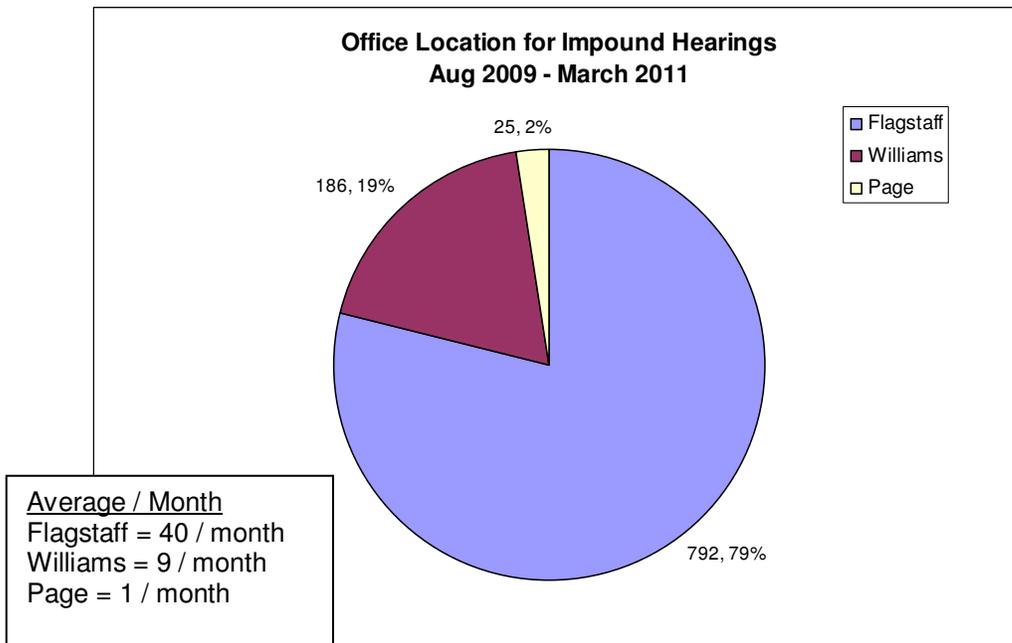


Figure 27. Impound Hearings by District Office. Data from Impound Tracking Spreadsheet.

Other Impound Summary Information 7/1/2009 – 10-31/2010

- * 81% of registered owners schedule an impound hearing
- * 28% of the cases the Driver in Violation was the Same as the Registered Owner
- * Majority of hearings result in release of vehicle

Breakdown of Registered Owner Address from 7/1/2009 – 10/31/2010

Flagstaff Area	39%
Reservation	20%
Williams Area	10%
Valley	10%
Out of State	5%
Navajo County	5%
Page Area	3%
Prescott Area	3%
Miscellaneous	5%

SEARCH AND RESCUE PROGRAM - "Always Ready When You Need Us!"



As defined by Arizona State Statute, the responsibility to conduct or coordinate, "search and rescue operations involving the life or health of any person" falls upon the Sheriff of that county (ARS 11-441). The statute further states that the sheriff, "may assist in such operations in another county at the request of that county's sheriff, and may request assistance from any persons or agencies in the fulfillment of duties under this subsection." In addition to traditional missions, our Search and Rescue Unit assists with evidence searches, disaster responses, management of other significant events, and community education. Our Search and Rescue Unit and individual members have received several awards for their dedicated, professional service.

The Coconino County Sheriff's Office is managed and coordinated by the Patrol Administrative Lieutenant, one full-time Sergeant, and one part-time Deputy. Several other Deputies are trained as Assistant Search and Rescue Coordinators. Over 120 unpaid volunteers specially trained for search and rescue operations support the unit. These volunteers have formed an incorporated unit of Coconino County Sheriff's Office Search and Rescue Volunteers in Flagstaff and an unincorporated unit in Page, Arizona. Subunits of the Search and Rescue Unit include the Flagstaff Unit (Ground Search and Technical Rescue), the Mounted Unit, the Page Unit (Technical Rescue), the Heli-Rescue Unit, and the Alpine Unit. We also receive assistance during training and large missions from other agencies including Arizona Department of Public Safety Air Rescue, National Park Service, US Forest Service, and the Arizona Snowbowl.

Due to the large area of our county, the rural and rugged nature of much of the county, and the great recreational opportunities that exist in Coconino County, search and rescue operations are frequent and can be quite costly. Our Search and Rescue (SAR) appropriated operating budget was \$128,143 for FY2010. Over the past several years, much of the funding for our Search and Rescue program has been from Title III Forest Fee Funds allocated to our program by local government.

Volunteer hours toward search and rescue missions and trainings afford us significant savings for the program. In calendar year 2010, Volunteers and Officers contributed 4,303 hours to missions; 6,842 hours to training; and 64 hours to public education.

All volunteers attend the SAR Basic Academy. Volunteers and deputies also receive specialized training in: map and compass navigation, Global Positioning System (GPS) operations, high angle rescue, low angle rescue, ATV / snowmobile / snow cat operations, tracking, alpine operations, personal locator beacons, and heli-rescue. We were honored when the Grand Canyon National Park Service recognized the quality of our SAR Navigation program (GPS and map and compass) and recently requested our assistance in training their personnel in these techniques.

Each year we have over 100 SAR events that require significant resources. This is on average an event every few days. These events include responses to overdue recreationists, medical rescues, lost hikers and hunters, missing persons, stranded motorists, aircraft crashes, evidence searches, body recoveries, avalanches, technical rescues, management of large planned events, and responses to disasters. In the last 18 months, we have helped evacuate persons, manage traffic and provide support record setting snowfalls, wildfires, floods, and tornadoes that resulted in state and federal Declarations of Emergency in Coconino County.

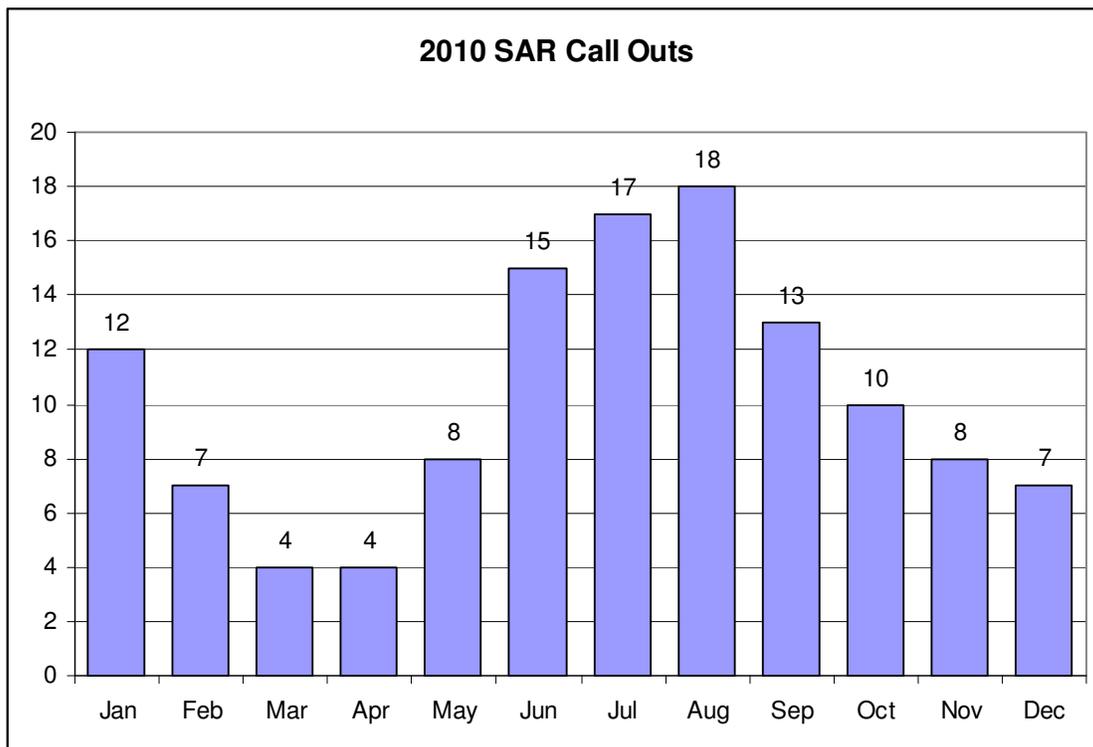


Figure 28. SAR Call Outs by Month for 2010. Data provided by SAR Coordinator.

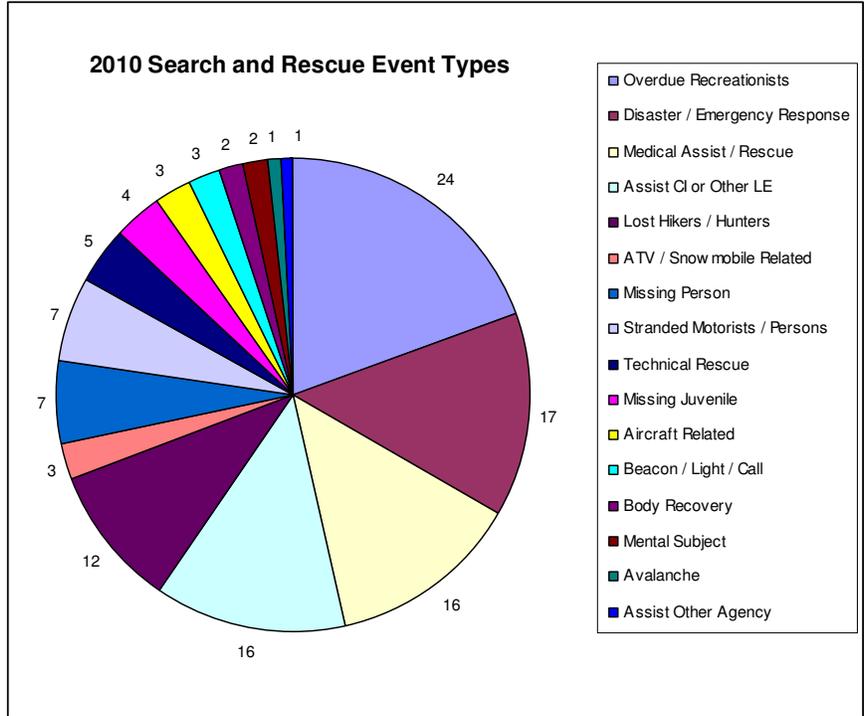


Figure 29. Search and Rescue Event Types in 2010. Data provided by SAR Coordinator.

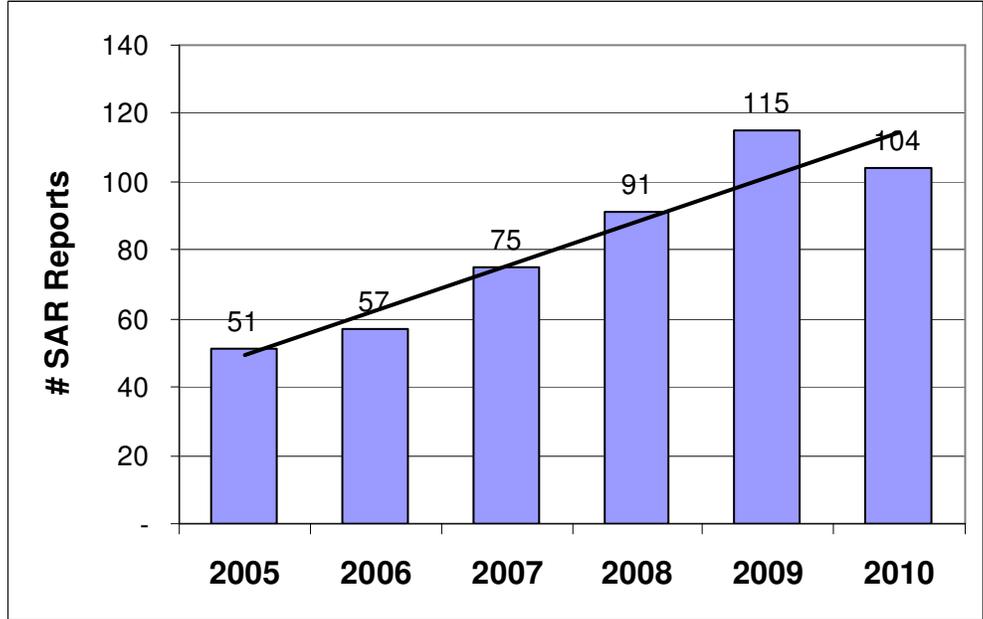


Figure 30. Search and Rescue Missions Resulting in Departmental Reports. The difference between these and the calls for service are that missions resulting in reports required deputy response, investigation, and/or call of additional resources. Data is from ILEADS/CCSO.

CIVIL PROCESS / SERVICE

By Arizona State Statute, the Sheriff through its Civil Office has the responsibility of serving legal documents originating in Superior Court to individuals residing in Coconino County, not including reservation lands. The Civil Office also assists citizens and attorneys by serving other types of legal documents to individuals residing in the county. Other functions include executing writs of restitution, writs of replevin, writs of garnishment, writs of attachment, and writs of execution, etc. Fees charged by the Sheriff are set by ARS 11-445. In 2009 \$42,194 was collected in Sheriff Fees, and in 2010 \$34,698 was collected in Sheriff Fees for Civil processing.

Per Arizona State Statute, the Coconino County Sheriff's Office also is responsible for assisting with the collection of personal property taxes once they have become delinquent. Each year the Civil Office works with the Coconino County Treasurer's Office to compile and mail delinquent tax letters. While the Sheriff's Office assists in the collection of these taxes, the funds go into the County General Fund and are not a part of the Sheriff's Office budget.

The Civil Office is managed by the Patrol Administrative Lieutenant and one full time Civil Corporal. Any deputy may serve Civil Process that comes through the Civil Office.

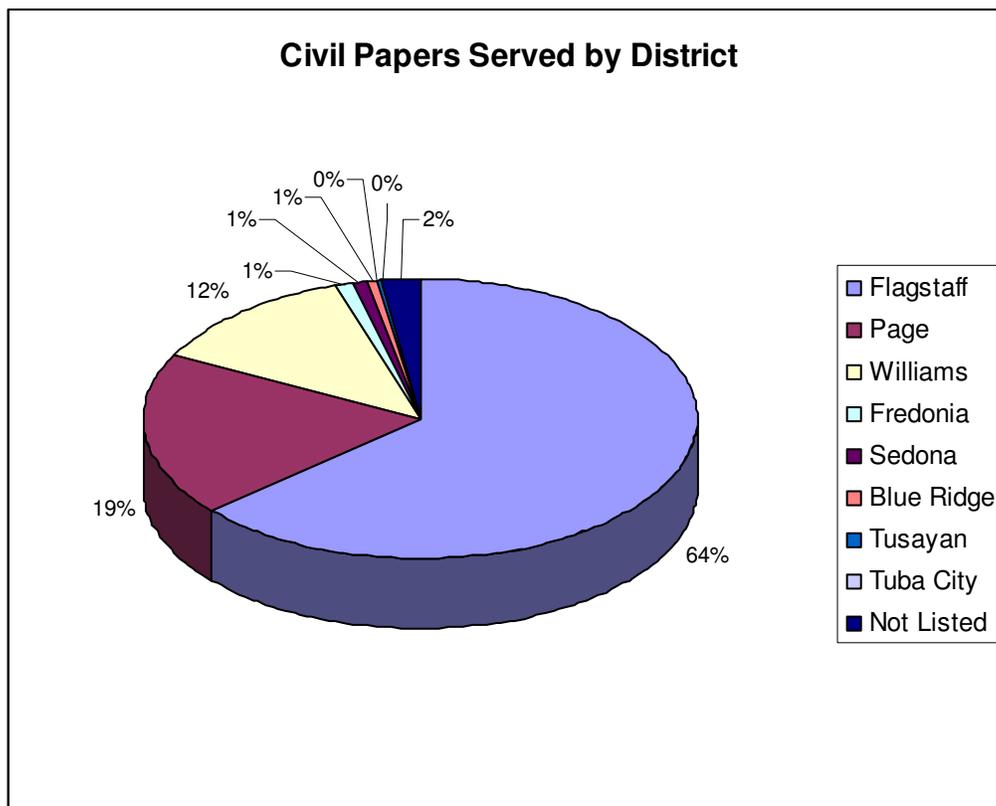


Figure 31. Civil Process by District. In 2010 we made significant changes to our Civil Process to make it entirely electronic. Data from ILEADS/RMS queried with ATAC.

Civil Papers Processed

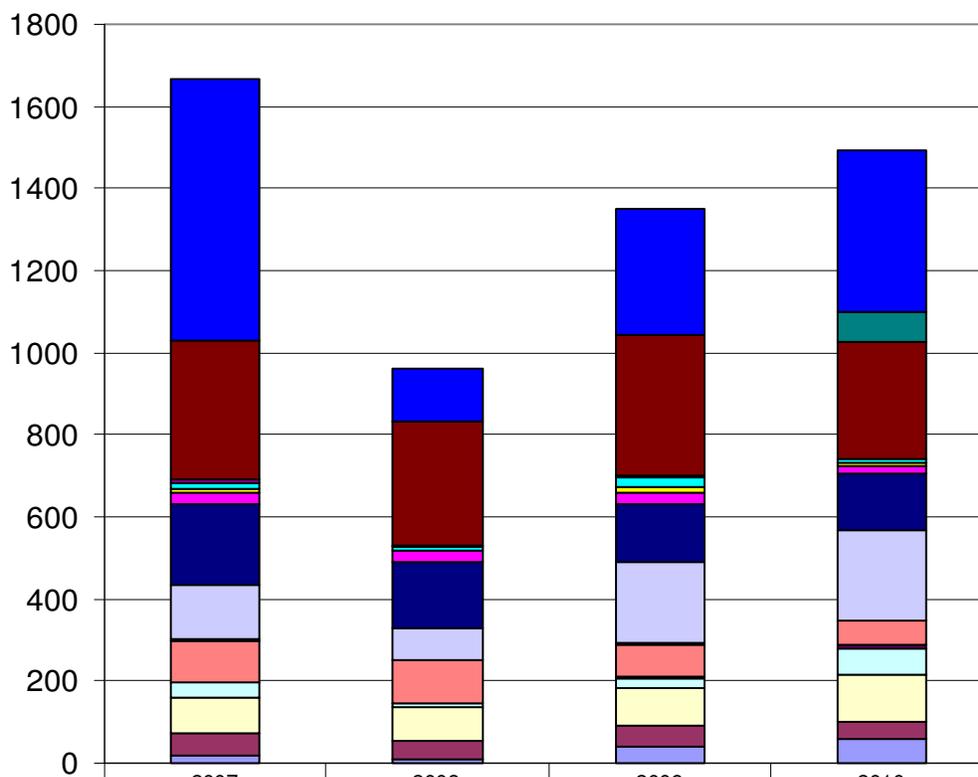


Figure 32. Civil Process by Packet Types. In 2010 we made significant changes to our Civil Process to make it entirely electronic. Previously activity summaries were largely hand counted. The totals shown in this table do not reflect that many packets have multiple papers to be served and/or multiple individuals to be served. Data from ILEADS/RMS queried with ATAC.

SPECIAL ASSIGNMENTS

Several specialty assignments are available for deputies. Some of these are full-time assignments (such as the gang and drug task forces) and others are in addition to regular patrol assignments. Some assignments are made through a competitive testing and interview process. Below are descriptions of some of our specialty assignments.

Gang and Immigration Intelligence Team Enforcement Mission (GIITEM)

The Sheriff's Office has partnered with other law enforcement agencies in Northern Arizona to form the Northern Arizona Gang and Immigration Intelligence Team Enforcement Mission (GIITEM). The original unit was disbanded several years ago but was reinstated in October 2005. GIITEM is managed by the Arizona Department of Public Safety (AZ DPS). The Gang Task Force monitors gang activity, develops intelligence on gangs and conducts interdiction patrols of areas experiencing gang activity. The Gang Task Force works closely with the Coconino County Metro Unit to interdict drug trafficking within Coconino County. The Sheriff's Office has an intergovernmental agreement with AZ DPS to support this program. The state covers approximately 75% of the salaries of officers assigned to this program. Two Coconino County Sheriff Deputies and one Detention Officer are part of this multi-agency team. Requests for reporting information on GIITEM should be routed through their office at 911 E. Sawmill Road, Flagstaff, Arizona.

Metro and Other Drug Interdiction Programs

Since 1987, the Sheriff's Office has partnered with other law enforcement agencies to form the Northern Arizona Street Crimes Task Force Metro Unit. The primary objectives of the unit are to investigate, arrest, and prosecute gang members and narcotics traffickers in Northern Arizona. The unit is governed by a Coconino County Metro Board of Directors and managed by the Flagstaff Police Department. Participating agencies include Coconino County Sheriff's Office, Flagstaff Police Department, Williams Police Department, Arizona Department of Public Safety, the Federal Bureau of Investigation, the U.S. Custom Service, and the Coconino County Attorney's Office. The Metro Unit receives grant funding from the Arizona Criminal Justice Commission to help cover salaries of the officers assigned to the unit. Two Sheriff Deputies are assigned to the Metro Unit. Requests for reporting information on Metro should be routed through the Flagstaff Police Department.

The Coconino County Sheriff's Office also regularly partners with the local county government Anti-Methamphetamine Task Force and Citizens' Against Substance Abuse (CASA) to provide educational outreach to the community about the destructive effects of substance abuse to persons as well as the community.

School Resource and Drug Abuse Resistance Education (DARE)

In January 2010, due to federal, state, and local budget cuts, the Coconino County Sheriff's Office made the difficult decision to suspend the DARE / School Resource Officer Program. This was a difficult decision. We have performed DARE and similar programs for over twenty years in partnership with our schools. DARE offers life skills to students in the fifth grade on how to avoid involvement with drugs, alcohol, gangs, and violence.

While the official DARE program was suspended, we have continued to maintain our partnership with schools and people in the community. We have continued to be involved in community meetings and public outreach. The Sheriff's Office partners with CASA (Citizens Against Substance Abuse) which continues outreach on preventing and reducing substance abuse throughout the county.

Boat Patrol Program

In the 1980s, the Arizona State Legislature established the Law Enforcement and Boating Safety Fund (LEBSF, Arizona Revised Statute 5-383) and the State Lake Improvement Fund (SLIF, Arizona Revised Statute 5-382) to provide grants to counties to support boating law enforcement and safety. LEBSF funds are derived from a portion of license taxes paid when boats are registered. SLIF funds are derived from a portion of motor vehicle fuel tax and watercraft license tax. Both grants are managed by the Arizona State Parks Grants Division.

The Coconino County Sheriff's Office began its Boat Patrol Program in 1986. The program operates primarily out of the Page Substation and services Lake Powell and portions of the Colorado River. The Sheriff's Office has a 27 foot all weather Boston whaler, a 23 foot Koffler jet drive boat for patrol on the Colorado River, and two jet skis for harbor and low water patrol. Three Deputies are assigned to the program. Officers actively enforce all Title 5 watercraft operation laws and perform water rescues.

	FY 2007	FY 2008	FY 2009	FY 2010
ACTIVITY	07/01/06- 6/30/07	07/01/07- 6/30/08	07/01/08- 6/30/09	07/01/09- 6/30/10
Total # of citations issued by County Sheriff's Office for Watercraft Violations	63	40	28	41
Overall Responses	400	375	300	315
EMS (Emergency Medical Services) Responses	25	25	25	21
Reports Taken	122	143	104	111
Warnings Issued Verbal and Written	400	400	100	320
Boating OUI (Operating under the Influence) Arrests	2	3	0	0
Other Arrests	74	74	20	21
Fatalities (boating)	0	0	0	0
Fatalities (waterway but non-boating)	0	0	0	0
Volunteer Hours	60	50	25	25

Table 7. Waterway Activities of the Boat Patrol Program. Data is compiled by the Page Substation and provided annually during the LEBSF grant application process. Data is collected from boat citations and hand searches through reports for boat related activity. Misdemeanors are audited by comparison with Page Justice Court.

Dive Team



In April 2007, a new addition to our water safety program was the development of a five person Dive Team. The team currently is composed of officers from our Page Substation who are also part of our Boat Patrol Program. The team is trained to conduct underwater searches using advanced diving techniques and equipment. Underwater searches are especially important for the recovery of drowning victims and for the retrieval of evidence that may be submerged. The team also has been trained in swift water rescues.

In addition to regular trainings, the Dive Team performed two call-outs during 2010. One was for a body recovery of a drowning victim in Blue Ridge Reservoir, and one was for a search of several bodies of water in the Forest Lakes for a missing person.

Photo 4. Coconino County Sheriff's Office Dive Team Training.

The Coconino County Sheriff's Dive Team will respond to any water related mission in Coconino County and is available for requests from surrounding agencies, with approval from the Sheriff. The team is supported by grant funds through the Law Enforcement Boating Safety Fund and State Lake Improvement Fund.

Emergency Medical Technicians (EMT)

Deputies who serve on the Short Haul Team are also trained as Basic Emergency Medical Technicians (EMT-B). While all officers are trained in first responder skills, EMTs have some additional skills they can draw upon in an emergency medical situation. Being able to provide initial emergency care for people in need while other emergency medical personnel are en route has proved beneficial in cases where victims are in difficult to reach or remote areas.

Through the Northern Arizona Emergency Medical Services and several local agencies, the Sheriff's Office also has been able to fund and purchase Automated External Defibrillators (AED) for patrol vehicles and the Detention Facility. These devices can be used when someone is in cardiac arrest. AEDs provide a controlled electric shock to the heart, forcing the heart muscles to contract, hopefully jolting the heart back into a regular rhythm. Historically, defibrillators were manual and required advanced training to use. The new Automated External Defibrillators (AEDs) make it possible for non-medical professionals to administer immediate vital, life saving procedures.

Mounted Unit

The Coconino County Sheriff's Office maintains a Mounted Unit comprised of both Deputies and Civilian Volunteers. These individuals provide mounted Search and Rescue, mounted community patrols, mounted forest patrols, and crowd control. The Mounted Unit also does community outreach during parades and public education events.

The unit members and their horses must complete a rigorous training including: personal safety, general Search and Rescue procedures, event management, map and compass navigation, GPS navigation, and tracking. They also must complete courses that demonstrate mounted skills and that the horse and rider are able to work under a variety of potentially distracting or stressful conditions. Many members of the unit have been certified through the Arizona Mounted Police Officers Academy.

A major benefit to Mounted Unit patrols is that officers are in more direct contact with the public than they would be from a vehicle. Officers can easily converse with people who are out in their yards or neighborhood. Horses can go places that might be hard to access by vehicle. Officers also can get a different perspective of an area from their position on horseback compared to inside a vehicle. Because of the history of mounted units, people often view mounted officers and their horses as being very approachable, which helps develop community relations. Together, this adds up to a unique way to provide additional service to the community.



Photo 5. Mounted Unit demonstrating their crowd control skills.

Tactical Team - SWAT

In 2006, Deputies from the Sheriff's Office became part of the Flagstaff Police Department Multi-Agency Tactical Team. Five Sheriff's deputies were selected to join the team after passing a rigorous physical fitness test and interview process. These officers are still members of the regular patrol division, but they also are on call for the tactical team. In addition to regular physical fitness and weapons training, the team trains for hostage rescues, situations where a subject may be barricaded, situations in which an officer may be endangered, and specialized entries into buildings. They assist Metro Street Crimes Unit; Drug Enforcement Administration (DEA); and Alcohol, Tobacco and Firearms (ATF) with high risk warrant service. Requests for reporting information on the Tactical Team should be routed through the Flagstaff Police Department.

The Tactical Team completes National Tactical Officer Association standards of two 8 hour practices per month and one 40 hour training per year. They regularly work with the Metro (Drug Task Force Unit) to assist in building entry for serving search warrants. They provide active shooter training for other law enforcement agencies and schools. The Team also regularly provides public education outreach at community fairs and conferences. Below are some examples of recent call outs.

In 2009, the Tactical Team responded to an armed, suicidal subject in a truck by the railroad tracks near Cosnino. After several hours and a pursuit ending with disabling the vehicle with stop sticks, the subject was taken into custody without incident. The Team also responded to an armed, barricaded suicidal

subject in the Continental area. After several hours, the subject was taken into custody without incident. During these types of events, employees with hostage negotiation skills play a major role in de-escalating the subject and gaining compliance.

In 2010, the Tactical Team assisted National Park Service at the Grand Canyon in response to a subject wanted for Aggravated Assault who had barricaded himself inside a residence. Upon entry, the team found the subject dead with a self inflicted gunshot wound. Another major incident the Tactical Team responded to was in August 2010 when over 300 officers from multiple law enforcement agencies tracked the suspect in the homicide of a Kane County Sheriff Deputy. The suspect was caught outside of Kanab at a residence without incident by a hasty team that was deployed upon visual of the suspect.

Armory

The Armory is composed of approximately ten Detention Officer and six Sworn Peace Officer firearms instructors. The mission of the armory staff development is to develop departmental firearms policies, training and maintenance programs. They provide comprehensive up to date instruction of department firearms policies and use of departmental firearms tactics to all of our agencies qualified firearm's personnel. Armory staff responsibilities include organizing training and qualifications, maintaining armory equipment and supplies, and developing firearm related policies. They also have been active in researching and applying for armory related grants.

Annually officers complete daytime field proficiency testing, night field proficiency testing, and a discretionary proficiency test (usually computerized but may also be in a field scenario). Additional training in tactical needs is often a component of qualifications.

In 2007, the Coconino County Sheriff's Office received a grant from the Arizona Peace Officer Standards and Training Board for a simulator for firearms testing. We house and maintain this system which serves many of the northern Arizona law enforcement agencies. This system has been used to train 954 officers from northern Arizona agencies in discretionary shoot scenarios – a total of nearly 1000 hours of training and operation.

K-9 Unit

The addition of the canines to our force is truly a cooperative community effort that is providing enhanced law enforcement and public safety services to our community. Community donations and grants have funded a large portion of the program and training. The program currently consists of two K-9 Units: Viktor who works with Deputy Gerrit Boeck primarily in the Flagstaff area and Kiko who works with Deputy Rick Shouse primarily in the Blue Ridge area. Both are Belgian Malinois breed. The K-9 Units are available to respond to other areas of the county.

Both Deputies and their canine partners attended a special Service Dog Academy. During the academy the teams trained in obedience, patrol tactics, control work, building and area searches, suspect apprehensions and narcotic detection. Both K-9 Units have been certified as Patrol Dog Teams and Narcotic Detector Dog Teams under the national standards as set forth by the National Police Canine Association.

Photo 6. K-9 Officer Viktor during a recent demonstration.



The K-9 Units assist many law enforcement agencies in Northern Arizona, including the Arizona Department of Public Safety and the Flagstaff Police Department, with drug related searches. These searches have assisted in seizing a large amount of illegal narcotics in Northern Arizona. School officials also request regular walk through K-9 deployments. School officials report that since these patrols have been added, they believe they are seeing a significant drop in illegal activity on campus, including a decrease in illegal drugs, cigarette smoking, alcohol, and fights on campus.

	2009	2010
Patrol Deployments	16	10
Narcotic Deployments	54	37
Public Demonstrations	13	11

Table 8. Number of K-9 Unit Deployments.

COMMUNITY POLICING PROGRAM

The Sheriff's Office values opportunities to partner with community members to improve the quality of life in our communities and we are committed to the Community Policing Philosophy. The goals of this philosophy are to meet the needs of the community and work toward the common good of the community; enhance the quality of life within the community; establish alliances among law enforcement, community members, businesses and other government entities; become part of the community and develop a thorough understanding of the day to day activities within the community; and facilitate crime prevention and problem solving within the community.

While all of our deputies are trained in community policing, some neighborhoods in the county have designated officers who work closely with neighborhood groups and organizers of special events. These Community Deputies are available as a resource to residents in their assigned neighborhoods; however, all deputies take police reports anywhere in the county when on duty. See Table 2 which shows the Number of Reports from Neighborhood Designations and Table 1 which shows Population and Size of Communities in Coconino County.

Our Community Policing Program developed during the late 1990's and was first funded through Department of Justice, Community Oriented Policing Services (COPS) grants. We received our first COPS grant in 1996 and subsequent grants through 2002. Although much of the COPS funding was redirected to other federal grant programs following the terrorists' events of 9/11, some funding is coming back to the COPS program as part of President Obama's Stimulus Package. Community Oriented Policing continues to be a priority of our agency.

While Community Policing is one program, our officers participate in many community outreach activities such as: Search and Rescue presentations to groups; K9 exhibitions; education and outreach at the County Fair, Job Fairs, and Health and Safety Fairs; Identity Theft Trainings; Violence in the Workplace and Traffic Investigation trainings for other county departments; and Detention and Exodus Program Tours, to name a few.

Please also see the Support Services section, Community Programs subsection of this report for more information on our community partnerships.

CUSTOMER SATISFACTION SURVEYS

The Coconino County Sheriff's Office is committed to serving the community. We value citizen input and feedback. We seek to engage customers and provide premier customer service. In order to determine customer satisfaction, we developed a customer satisfaction survey. This survey is sent to randomly selected persons who are listed as the victim in a report taken by one of our officers.

The survey asks the person to identify the general area of the county in which he/she lives, to rate how their phone call was received, to rate the expediency of the service he/she received, to rate how he/she was treated, to rate the accuracy of the report taken, and to rate the safety of his/her neighborhood. Individuals have the option of mailing the survey back in a pre-paid envelope, or entering their responses on-line on our website. All responses are entered into our web page database.

For each month, a random number generator allows us to select twenty percent of the reports taken that month. The victim identified in those reports is mailed a letter requesting he/she review the services received. Some reports are excluded from the mailing because the victim is the State of Arizona or some other non-person entity. Others are excluded if the victim is a child or the victim of a domestic violence situation in which they may still be living with the suspect.

Calendar Year	2008	2009	2010
Number of Surveys Mailed	401	379	370
Number of Solicited Responses	44	75	66 (as of 1/12/11)
Number of Unsolicited Responses (Received via Website)	13	13	--
Percentage of Citizen Surveys Rating Neighborhood Safe or Very Safe	86%	82%	92%
Percentage of Citizen Surveys Rating Deputy Courtesy Good or Excellent	89%	98%	97%
Percentage of Citizen Surveys Rating Deputy Interest Good or Excellent	79%	95%	96%

Table 9. Responses from Report Related Customer Satisfaction Surveys mailed 2008-2010.

Criminal Investigations

The Criminal Investigations Division is responsible for the advanced investigation of misdemeanors, felonies, missing persons, deaths, and internal affairs. This division provides narcotics and gang interdiction, performs sex offender registrations, conducts computer forensics, serves warrants, processes crime scenes, and manages and maintains evidence. Internally, the division provides background investigations on potential employees, performs internal investigations, and tracks citizen complaints. The Division is committed to providing an advanced level of expertise to the investigation, resolution and prosecution of crimes against persons and property. The Division also works closely with the Metro and GITEM Units (see Special Assignments in the Patrol Section of this report).

The Criminal Investigations Division is staffed with (1) Lieutenant, (1) Sergeant, (7) Detectives, (1) Crime Scene Investigator / Property Manager, and (1) Civilian Administrative Specialist. The Division Lieutenant and Sergeant also supervise the (2) Metro Officers and (2) GITEM Officers.

CRIME SCENE INVESTIGATOR

The Crime Scene Investigator (CSI) is responsible for evidence collection and crime scene analysis of complex crime scenes, serious motor vehicle accidents, and major catastrophic scenes. Using videography, photography, crime scene surveying equipment, and crime scene reconstruction computer software, he provides detailed scene evaluations, documentation, and analyses to determine how the event occurred. The CSI searches for and performs presumptive chemical tests for the presence of body fluids such as blood at crime scenes. He also collects fingerprint evidence at the scene and compares prints to those of known suspects to determine if there is a match.

The CSI initiates investigative reports and associated documentation including crime scene diagrams, traffic accident diagrams, evidence receipts, photographic logs, and exhibits for trials. As directed, the CSI appears and testifies in required court proceedings including Superior Court Grand Juries. This position supports both the Criminal Investigations and Patrol Divisions.

EVIDENCE / PROPERTY MANAGEMENT

The Crime Scene Investigator is also the Evidence Technician for the Coconino County Sheriff's Office. The Evidence Technician maintains the chain of custody for evidence and property. As part of his role in maintaining the chain of custody, he manages the evidence and property room. Some of the property that is managed includes evidence from crime scenes, found property, and weapons that must be surrendered to the Sheriff's Office under court orders such as Orders of Protection.

The Evidence Technician is responsible for custody, control and return of all evidence and property for the Sheriff's Office and for the transfer of evidence to other jurisdictions for forensic evaluations. He orders and maintains supplies and equipment needed for crime scene investigations and evidence collection. He also develops written directives and provides instruction pertaining to evidence/property issues and crime scene evaluations. He researches, prepares and coordinates documentation for court ordered disposal of evidence/ property.

In certain circumstances, unclaimed property is auctioned. A very small amount of revenue is generated from unclaimed property auctions. The revenue does not go to the Sheriff's Office, but is remitted to the County General Fund.

Cases Requiring Evidence / Property Management

	2006	2008	2010
Active Cases (still pending)	777	504	977
Jail Cases	10	9	22
Found Property Cases	57	41	58
Impounded Vehicle Cases	11	12	10
Weapons to Destroy Cases	42	79	171
Inactive Cases (Cold Case Files / off site property storage)	35	38	46
Property Going to Auction Cases	12	47	107
Property to Award Cases	13	33	49
Drug Destruction Cases	--	184	132
TOTAL CASES	957	947	1572

Table 10. Total Cases Requiring Property Management. The numbers indicate number of cases, not number of items. Data is from the Evidence/Property Manager.

Evidence Disposal During 2010

Property Destroyed		Property Released	
2003 Cases	1	2003 Cases	0
2004 Cases	1	2004 Cases	0
2005 Cases	5	2005 Cases	0
2006 Cases	6	2006 Cases	2
2007 Cases	14	2007 Cases	1
2008 Cases	59	2008 Cases	9
2009 Cases	325	2009 Cases	24
2010 Cases	178	2010 Cases	37
TOTAL CASES	589	TOTAL CASES	37

Table 11. Evidence Disposal during 2010. Evidence is disposed when the case is adjudicated by court action or all investigative leads on a pending case have been exhausted. Multiple items of property may be included within any one of these cases. Data is from ILEADS/RMS queried with ATAC.

CASE LOAD

In general, detectives are assigned districts throughout the county and investigate crimes within those districts. However, several detectives also have special assignments, such as investigating domestic violence cases, monitoring sex offender registrations, performing background checks for firearms license requests, and handling computer forensics cases.

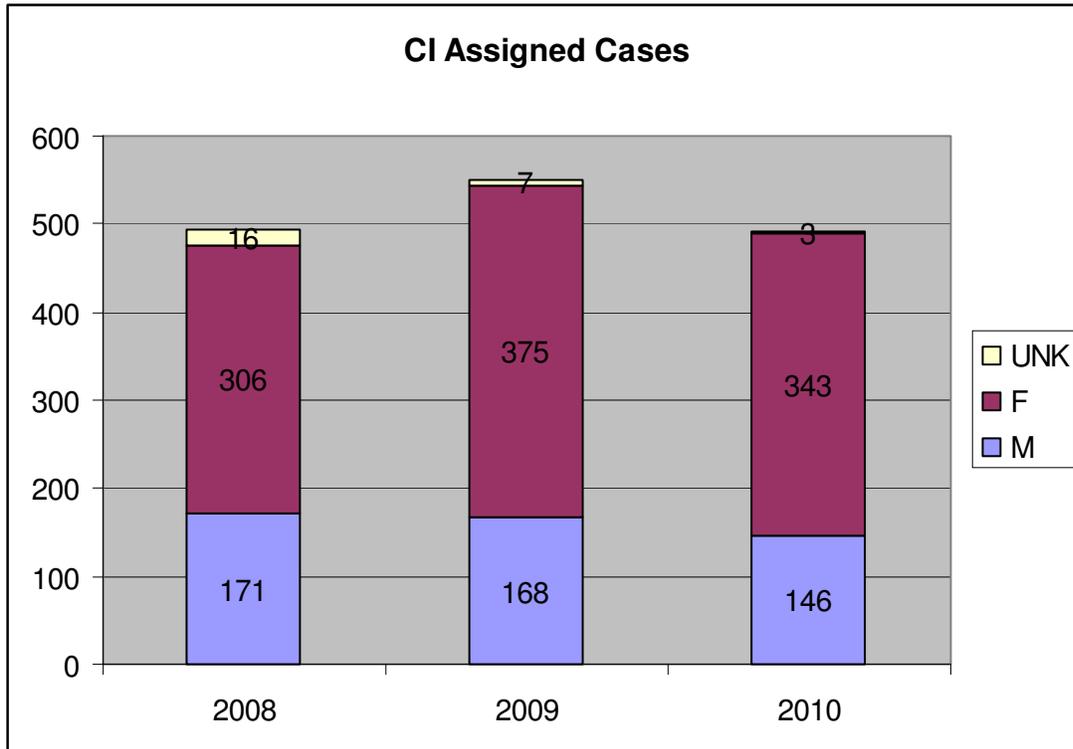


Figure 33. Cases Assigned to the Criminal Investigations Division (Unk=Unknown/Undetermined, F=Felony, M=Misdemeanor). These estimates include both cases requiring detailed follow-up investigation and informational cases to track activities in districts. Data is from ILEADS/RMS.

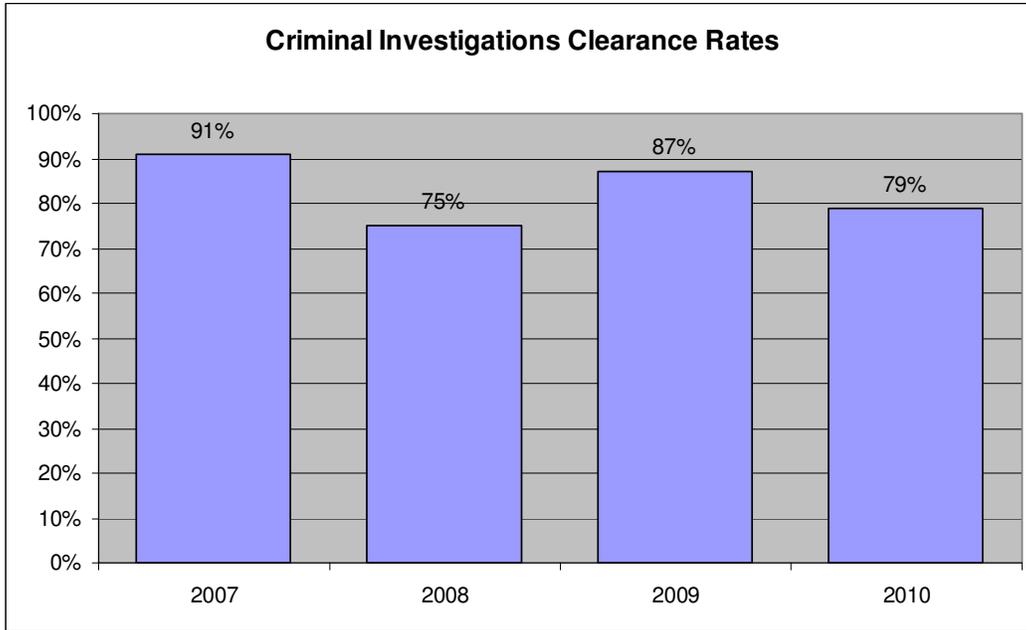


Figure 34. Clearance Rates for Criminal Investigations Division. Clearance rate is reported as the number of cases cleared during the period (calendar year) divided by the number of cases assigned during the period. Clearance rates shown vary from UCR reportable clearance rates because they include all cases assigned and investigated, not only UCR reportable crimes. Data from Criminal Investigations Division monthly summaries.

REVIEW OF HIGH PROFILE CASES

Cases are investigated and solved everyday by efforts of both our Patrol Division and our Criminal Investigations Division. Many cases are solved by Patrol Deputies and do not require further assistance from Criminal Investigations. In other situations, multi-agency efforts including the Flagstaff Police Department, GILTEM (Gang Task Force), and Metro result in the solving of cases. Below are some high profile events in which the Sheriff's Office Criminal Investigations Division participated. While these are some of the higher profile cases, it is not a representation of all cases solved or all arrests made in connection with cases.

2009 Cases

Homicides – Vehicular homicide Highway 89A, near Oak Creek Canyon Overlook area (February); Buried body recovered determined to be homicide, Kaibab Estates area (April); Homicide/Suicide, North Kaibab National Forest (June)

Officer Involved Shooting – Suspicious Vehicle stop results in suspect fleeing from officer, aggravated assault on officer, and officer involved shooting (March)

Plane Crash – Airplane crash resulting in death, Coconino National Forest near Munds Park, (January)

Missing Persons – Mark Irby reported missing, later found deceased, Forest Lakes area (January)

Notable Cases – Domestic Violence shooting, Doney Park east area (October)

2010 Cases

Homicides – Deputy Brian Harris, Kane County Utah officer, was shot and killed in pursuit of subject in Coconino County (August)

Plane Crash – Airplane crash resulting in death, north of Seligman (June)

Missing Persons – Cameron Sequeria reported missing, Forest Lakes area (June)

Notable Cases – Multiple burglaries, Blue Ridge area (December); Multiple burglaries, Munds Park area (March); Suspicious vehicle pursuit and accident involving death (July); Drowning at Blue Ridge Reservoir (September)

DOMESTIC VIOLENCE UNIT

At this time, one detective is assigned to the Domestic Violence Unit. This detective is responsible for conducting follow up investigations on felony offenses committed in domestic relationships. All domestic cases investigated by the Sheriff's Office are reviewed to check prior domestic violence history and to identify potentially volatile situations. This information is shared with the prosecutors and judges to assist with sentencing and probation decisions.

The detective works closely with Victim Witness and other services for victims of domestic violence. He presents classes to officers, educators, health care workers, the Domestic Violence Impact panel (sponsored by Adult Probation), and the Citizens' Police Academy to provide them the tools to recognize, understand, and work with people involved in domestic violence situations.

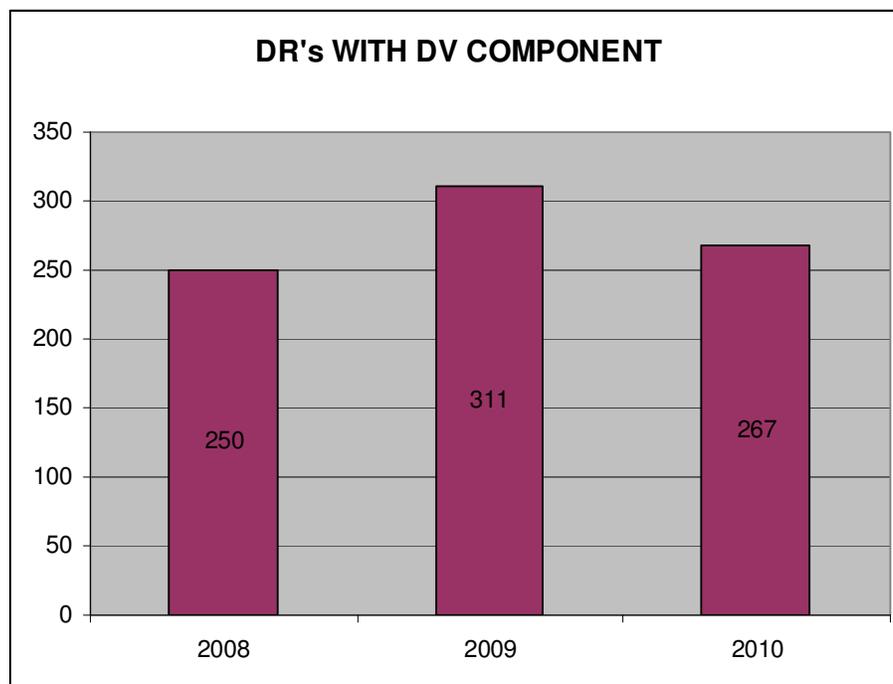


Figure 35. Departmental Reports with Domestic Violence (DV) Component. DV related cases represents 7% of all 2008 reports, 8% of all 2009 reports, and 6% of all 2010 reports. Not all of these cases result in a Domestic Violence related charge. Data is from the ILEADS Incident Module.

Top Charge from DR	Child <= 16 as Victim	Child <= 16 as Witness, Involved Other, Investigative Lead, Reporting Party, Passenger or Driver	Child <= 16 as Suspect, Arrested
Accident Private Property		2	
Accident State	13	65	1
Aggravated Assault	5	10	2
Assault	29	34	19
Assist Other Agency	5	3	2
Burglary	3	12	11
Child Restraint		2	
Child Neglect	17	2	
Child Abuse / Vulnerable	20	1	
Civil Matter	2	4	
Criminal Damage	3	12	11
Contributing to Delinquency			1
Custodial Interference	5	4	
Death		1	
Disorderly Conduct / False Report to LE	11	10	15
Dog at Large	1	1	
Drug Offense	2	9	7
DUI	7	6	
DUI Drug			1
Failure to Appear / Failure to Comply		1	2
Furnish Tobacco to Minor			
Furnish Liquor to Minor		2	
Found Property		1	
Incorrigible / Runaway	3	3	25
Interfere with Judicial Proceeding	1		
Kidnap	3	1	
Liquor		1	
Mental Case	7		
Public Accident	29	6	
Public Assist	1		
Recovered Stolen	1		
Search and Rescue / Lost Child	20		
Sexual Offense	44	7	12
Suicide		2	
Suspicious Activity	8	3	
Theft	4	20	8
Threat / Intimidating	4	4	4
Traffic (Speeding, No License, etc.)		12	17
Trespass		2	2
Welfare Check	6		

Table 12. Child Related Reports for 2010. Data is from ILEADS/RMS queried with ATAC.

SEX OFFENDER REGISTRATION

Any person who has been convicted of certain sex offenses must register in the county in which he/she resides, per Arizona Revised Statutes. Registrations, community notifications, and registration violation investigations are conducted through the Criminal Investigations Division. The Coconino County Sheriff's Office processes registration information for all sex offenders in Coconino County. As of mid May 2011, there were over 600 registered sex offenders in Coconino County, including those residing in municipalities and on the reservation.

To find out more information about laws regarding sex offenders, go to the website:
<http://az.gov/webapp/offender/main.do>

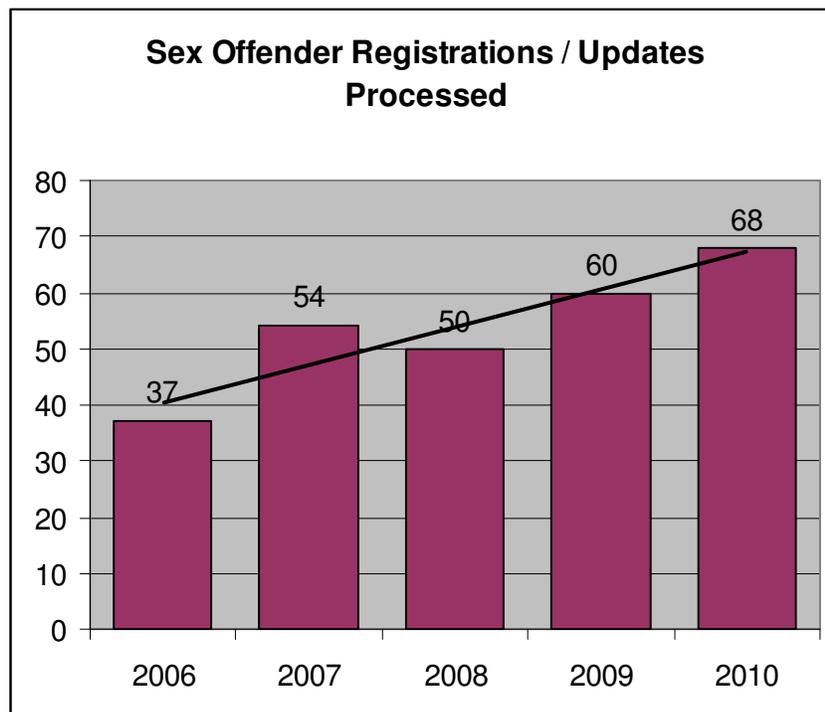


Figure 36. Sex Offender Registrations/Updated Registrations in Coconino County. Data is from Criminal Investigations Monthly Summary report (2006-2008) and ILEADS/RMS queried with ATAC (2009-2010).

COMPUTER FORENSICS

The Sheriff's Office has been conducting computer forensic investigations since 2003. Although computers can be used in the commission of nearly any crime, our investigations typically include burglaries, child pornography, and fraudulent schemes (typically identity theft and credit card fraud). We regularly assist other law enforcement agencies in Northern Arizona with computer forensics investigations. The Sheriff's Office has one detective dedicated to computer forensic investigations. We receive grant funding for equipment and training related to computer forensics through the Arizona Internet Crimes Against Children Task Force.

FEDERAL FIREARMS BACKGROUNDS

The Coconino County Sheriff's Office has a detective assigned to conduct background checks on Coconino County residents who are applying to purchase or possess a Class 3 Weapon. In accordance with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the applicant must first successfully pass a background check completed by law enforcement. The applicant's background consists of a criminal history check, any and all law enforcement contacts, and a review of the completed ATF Form 4. The chief law enforcement officer who has jurisdiction in the area where the applicant resides makes a final review of the application. The signed application is then returned to the applicant who then forwards it to ATF. A record of the application is kept on file. A fee of \$90 applies to each application.

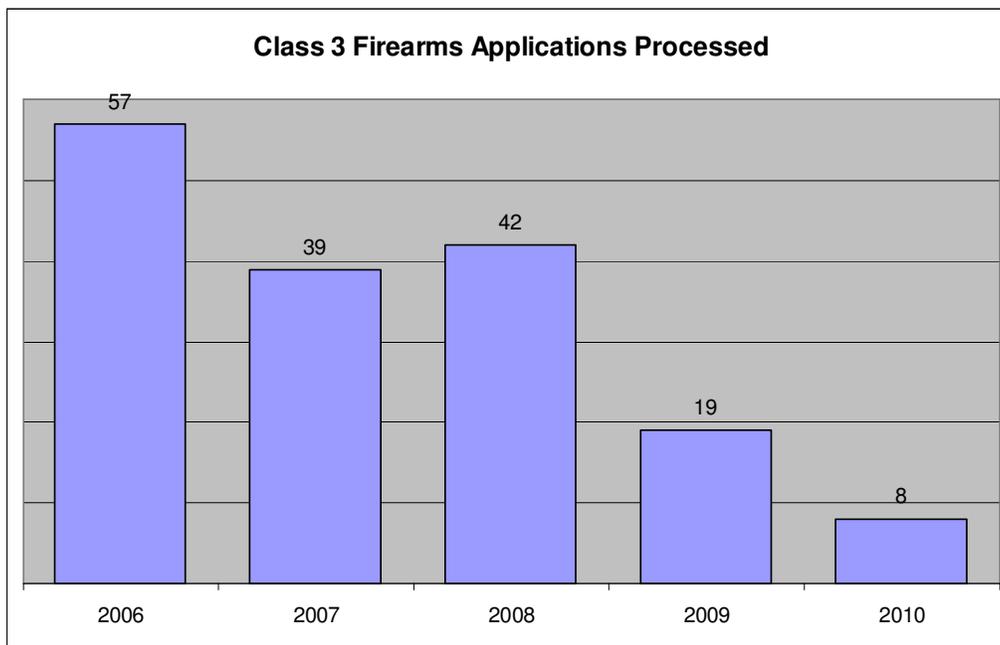


Figure 37. Class 3 Firearm Applications Processed in Coconino County. Data is from Criminal Investigations Monthly Summary report (2006-2010)

COLD CASE SQUAD

In 2005, the Coconino County Sheriff's Office developed a Cold Case Squad to review cases that have not been solved. There are over 28 unsolved homicide cases that occurred in Coconino County and which are being reviewed by the Cold Case Squad. Some of these cases date back to 1955 when many forensic tools were unavailable for investigations. All members of the squad are volunteers. Their background and experience range from forensic nursing, to crime lab analyses. Our Crime Scene Investigator also assists the squad. For information on other volunteer programs, see the appendices.

The goal of the Cold Case Squad is to be able to state with confidence that everything that could be done to try to solve a case either is being done or has been done. Whenever possible, evidence from these cases will be re-examined using the newest scientific methods. For a list of our Cold Cases, please visit <http://www.coconino.az.gov/sheriff.aspx?id=16622>.

Grant funding has provided for equipment, supplies, salaries, evidence preservation, lab processing, and travel to further investigate cold cases.

Since the inception of the program, the Squad has re-examined 35 cold cases consisting of unsolved homicides, unidentified human remains and unexplained deaths. Nearly 100 hours each month they thorough examine cold cases. Some recent successes include:

- Identified human remains found in 1995 as that of a missing California man
- Located DNA on the shoes of Faye Tohannie, found murdered in 1974 west of Flagstaff
- Located DNA on the clothing of Michael Sherman, the victim of double murder in 1977 at the Grand Canyon
- While investigating the unsolved murder of Penny Rodriguez who was found in the Blue Ridge area in 1997, they found DNA of a missing and presumed murdered prostitute from Phoenix on the shoes of the suspect. It is now believed the suspect may be a serial killer.
- Solved the mystery of the origin of the remains found in the Kolb Studio at Grand Canyon from the 1930's

INACTIVE CASE STATUS LETTER

The Criminal Investigations Division recognizes the need to reach out to victims of crime to advise them of the status of their case. There are many instances when a county resident is the victim of a crime but there is little or no evidence, and often no viable leads to pursue. In the past, these victims often heard little in reference to their case after the initial contact with the reporting deputy. For felony cases that remain unresolved, the agency sends "Inactive Case" letters to the victims to let them know their case had been reviewed by a detective and the Criminal Investigations Sergeant. The letter further advises the victim that although there are no further leads to pursue, detectives are aware of the crime, and the case can be re-opened if new information develops. The letter gives victims the name of a specific detective to contact and is intended to assure them of our best efforts in handling their case.

Detention Facility

In addition to the responsibility to preserve the peace, a major responsibility of the Office of the Sheriff in Arizona is to provide for the safe and humane housing of inmates. The Coconino County Sheriff's Office prides itself on the respect with which our employees treat those incarcerated in our facility.

- **11-441.** Powers and duties. (A) The sheriff shall: (5) Take charge of and keep the county jail, including a county jail under the jurisdiction of a county jail district, and the prisoners therein.
- **31-121.** Duty of sheriff to receive and provide for prisoners; contracts for furnishing food; city or town prisoners; employment; canteens; special services fund; insurance; education programs.
- **48-4002.** Board of directors; administrative powers, duties and immunities. (A) The county board of supervisors shall serve as the board of directors of the district. (B) A county jail district organized under this chapter is a tax-levying public improvement district.

The Coconino County Sheriff's Office operates two detention facilities in Coconino County. The main facility is in Flagstaff and serves as a regional holding facility housing sentenced and un-sentenced misdemeanor and felony adult offenders and remanded youth. Eighty percent of the total beds are considered operating capacity due to classification requirements. The Sheriff's Office satellite detention facility is located in Page and is a short term, 72-hour facility. The facility in Page is a booking and temporary holding facility for people arrested in the northern part of the state before being transported to the Flagstaff.

We provide inmate housing for local, state, and federal law enforcement agencies and courts in Northern Arizona. The primary objective of the Detention Division staff is to provide a safe and secure environment for inmates and staff alike, while guaranteeing the Constitutional rights of those being held. This in turn is an important part of community safety and quality of life.

HISTORY OF THE JAIL DISTRICT

In 1976, a class action lawsuit was filed against the Coconino County Sheriff's Office in Federal Court. Issues listed included staffing levels, crowding, exercise and recreational opportunities, access to reading material, access to court, meals, medical care, conditions of confinement, and treatment of the mentally ill. All of these issues have since been addressed with programs development and the building of a new jail facility. We continue to assess inmate population levels, staffing levels and programs and make changes as needed to provide the most efficient and effective detention service as possible.

In June 1996, a Citizens' Task Force on the Jail District and Community Safety was created by the Board of Supervisors to address jail crowding and other community safety related issues. This committee recommended:

- Levy a 1/2 ¢ sales tax to support the formation of a Jail District
- Build a 350 bed facility in Flagstaff
- Enhance programs in the jail including pre-trial services, medical and mental health services, maintenance services, support services, food services, laundry services, educational services, video conferencing, recreation facilities, video court space, substance abuse services, religious services, visitation areas, attorney/client rooms, and DUI testing area

After considering the committee's recommendations, the Board of Supervisors chose to seek support from voters to form a Jail District and implement a 3/10 ¢ sales tax rate. This more conservative tax rate was to save taxpayers money, with the understanding that additional revenues would need to be generated from other sources. One additional revenue source that was identified was renting bed space to federal, state, tribal and local jurisdictions.

In November 1996, voters of Coconino County approved the creation of the Coconino County Jail District and a 3/10 ¢ Jail District Sales Tax. The proposition passed by less than 1% of the votes. This provided 3/10 ¢ sales tax funding for the Jail District since July 1, 1997. Other funding for the Jail District was determined to come from the County's Maintenance of Effort and revenues generated through rental beds. A 3/10 ¢ sales tax rather than a 1/2 ¢ sales tax has saved the taxpayers \$28 million over the last ten years.

In August 2000, the new Flagstaff facility with a 350 bed capacity was completed and occupied. In April 2001, a 24 bed facility was completed in Page. In September 2001, additional beds were added to the Flagstaff facility when a Unit C was built. Double bunking in the maximum security pod allowed increased capacity. By 2006, the total bed capacity of the Flagstaff adult detention facility was 596.

By 2006, the Jail District was operating in a deficit. The deficit can be attributed to many factors including an increase in the number of inmates/bookings, increase in the length of stay for inmates, and lower than expected revenues from bed rentals. The effect of the deficit is a drain on the County's General Fund.

As a result, a Citizen's Committee was reformed in 2006 to study the issues and make recommendations to the Jail District Board of Directors. The recommendations of the committee were to ask voters for an additional 2/10 ¢ sales tax (bringing the tax to the maximum amount defined by law), to extend the sunset of the sales tax, and to implement an In-Custody Drug and Alcohol Treatment Program.

The Coconino County Sheriff's Office partnered with the Coconino County Special Districts Coordinator, the County Manager's Office, and the County Board of Supervisors to develop an education program regarding the ballot initiatives. To assist in developing an education program, the County hired Northern Arizona University, Social Research Laboratory to conduct a public opinion poll to determine what information the public needed to make an educated decision on the ballot issues. Educational outreach included meeting with and distributing information packages to local community groups and county employees, publishing educational information in the county annual newsletter, providing voters with an educational publicity pamphlet, and working with the media to inform voters. A key part of the educational outreach was the series of jail tours during which the Sheriff provided citizens with a behind-the-scenes tour of the Flagstaff and Page Detention Facilities and personally answered citizens' questions.

Two ballot issues were brought before voters during the September 2006 primary election. Both were approved by the voters:

- 1) Shall the Coconino County Jail District Board of Directors be authorized to increase the Jail District Sales Tax (excise tax) by two-tenths of a cent, which equates to 20 cents on a \$100 purchase, to provide revenues for operating, maintaining and financing the County Jail System?
- 2) Shall the Coconino County Jail District Board of Directors be authorized to extend the term of the existing County Jail District Sales Tax by fifteen years?

INMATE POPULATION

Average Daily Population

One challenge facing our detention facility has been the rapid growth of our inmate population. It is important to note that our local inmate population consists of individuals waiting for trial and individuals waiting for sentencing. The detention facility holds individuals for all of Coconino County including the Cities of Flagstaff, Williams, Page, Fredonia; state agencies such as Arizona Game and Fish; and individuals booked by federal agencies including the National Park Service, Forest Service, Federal Bureau of Investigations, Bureau of Indian Affairs, United States Marshals, and Bureau of Prisons. While the average rate of increase in our inmate population is 6%, the percent increase has slowed over the past several years. We continue to monitor the trends in average daily population for use in strategic and facilities planning.

Year	Average Daily Population	% Increase
1998	199	--
1999	215	7.4%
2000	230	7.0%
2001	260	11.5%
2002	288	9.7%
2003	300	4.0%
2004	369	1.9%
2005	364	-1.4%
2006	374	2.7%
2007	381	1.8%
2008	357	-6.7%
2009	366	2.5%
2010	372	1.6%
Average Population Increase:		3.5%

Table 13. Average Daily Population (ADP) Growth. Numbers are for local population only and do not include rental beds. The numbers reported are generated from head counts at 8:00 am each morning.

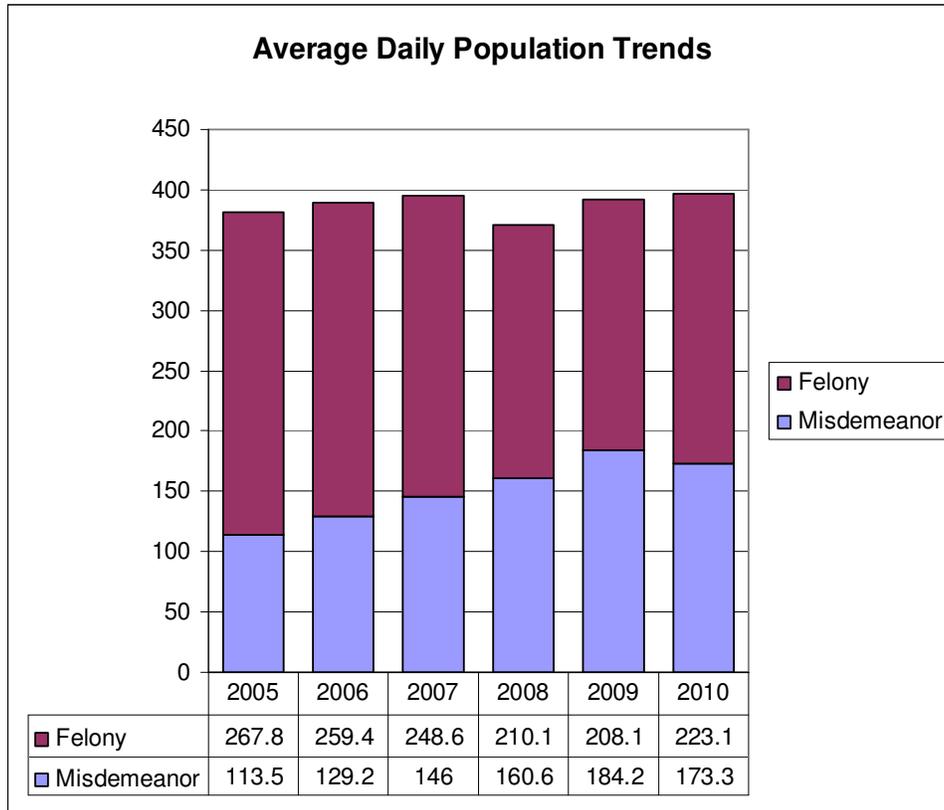


Figure 38. Average Daily Population (ADP) Growth. Data is from Looking Glass Analytics (LGAN), a web-based query and reporting service for the Coconino County Jail. Data excludes rental beds to provide a more accurate picture of local population LOS. Data from LGAN varies 3-5% from head counts.

Length of Stay

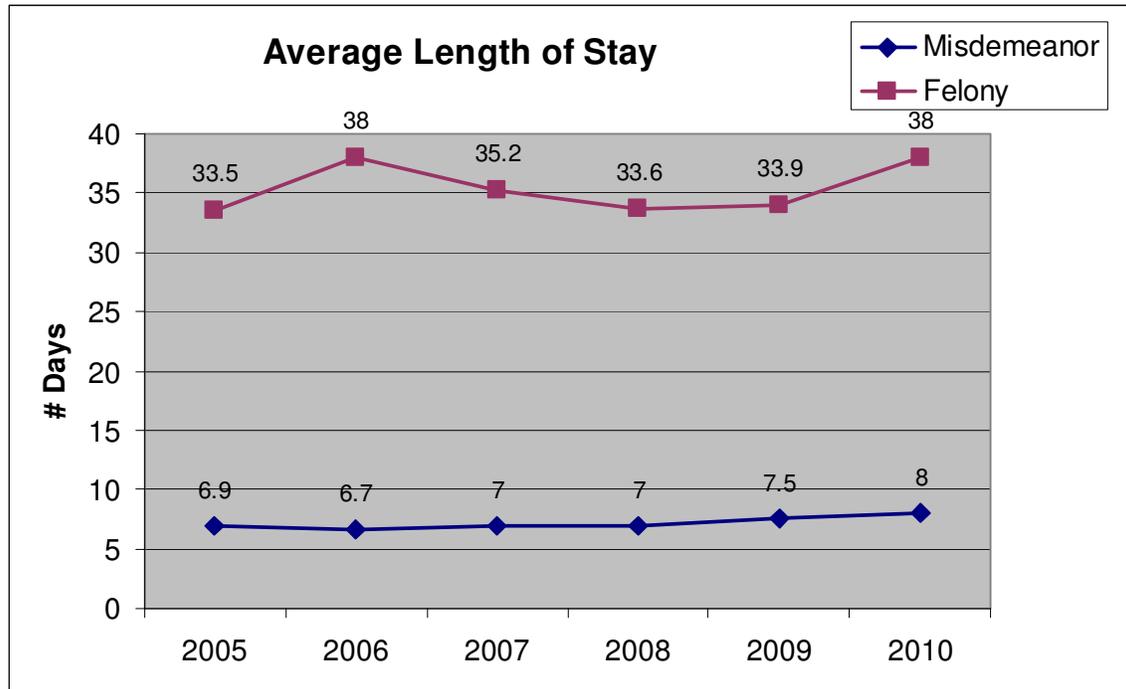


Figure 39. Average Length of Stay (LOS) of Local Population. Data is from Looking Glass Analytics (LGAN), a web-based query and reporting service for the Coconino County Jail. Data excludes out of county courts, federal courts, none (listed) courts, and unknown courts in attempt to eliminate rental bed effects on LOS. Elimination of rental beds provides a more accurate picture of local population LOS.

Bed Rentals

The Coconino County Detention Facility began renting beds to outside agencies in August 2000 when the new facility opened. At first, the rentals were mainly to the Federal Bureau of Prisons. Later the rental contracts expanded to include the Arizona Department of Corrections, Fort McDowell Tribe, outside agencies needing juvenile space (juveniles are not mixed with the adult population), US Marshals Office, and more recently the Bureau of Indian Affairs.

The rental numbers each day tend to vary depending on supply and demand of each agency. This has been the trend for rental beds since we began the program. Each negotiated contract is unique to meet individual needs of the client agency while maintaining the requirements of our agency, to provide the appropriate services to the inmates, and to provide for the safety and security of our Detention Facility and staff. Bed rentals are an important part of the budget for the Jail District.

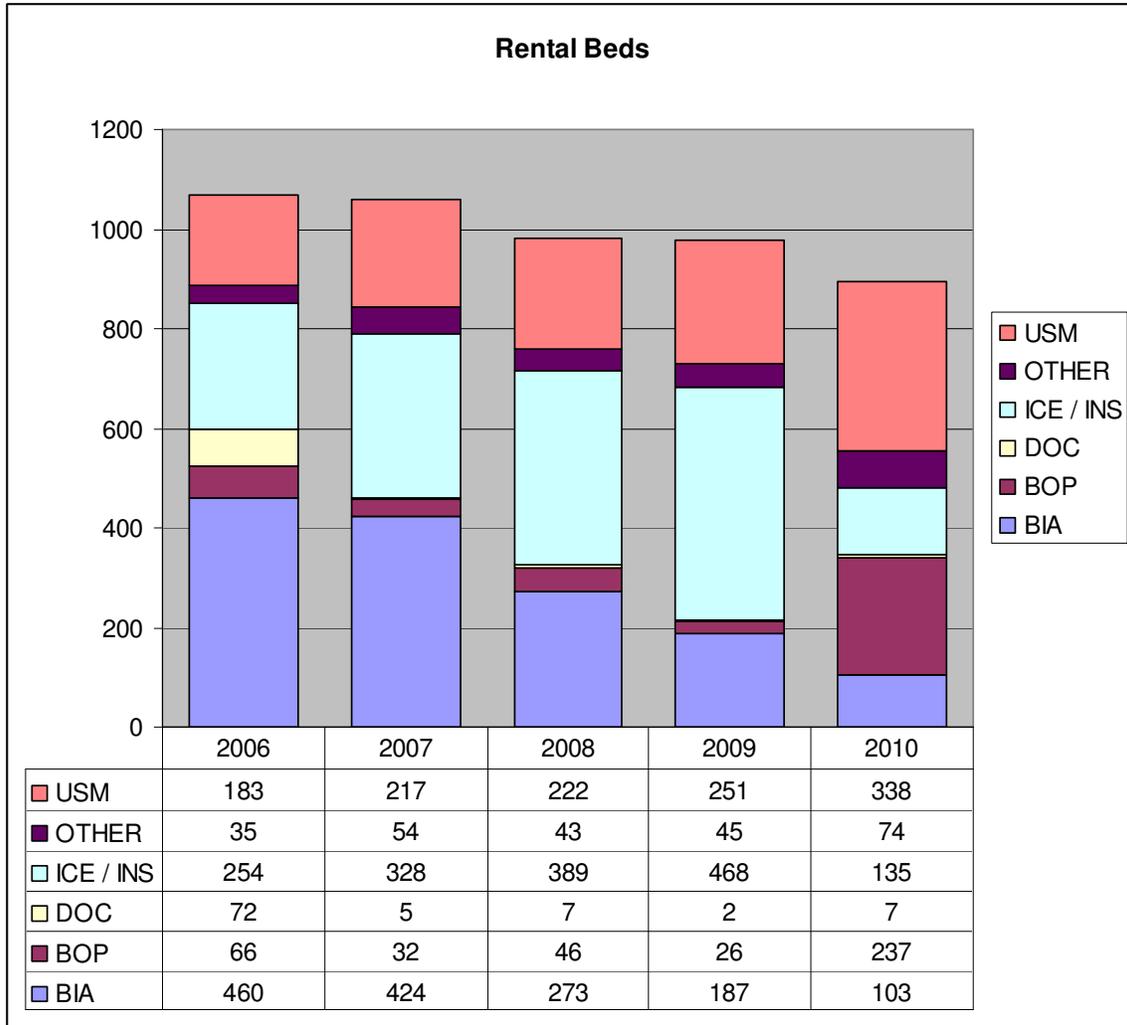


Figure 40. Rental Beds by Agency and Year. Data from JMS (Jail Management System) queried with ATAC. USM = United States Marshals Office, ICE/INS = Immigration Services, DOC = AZ Department of Corrections, BOP = Bureau of Prisons, BIA = Bureau of Indian Affairs.

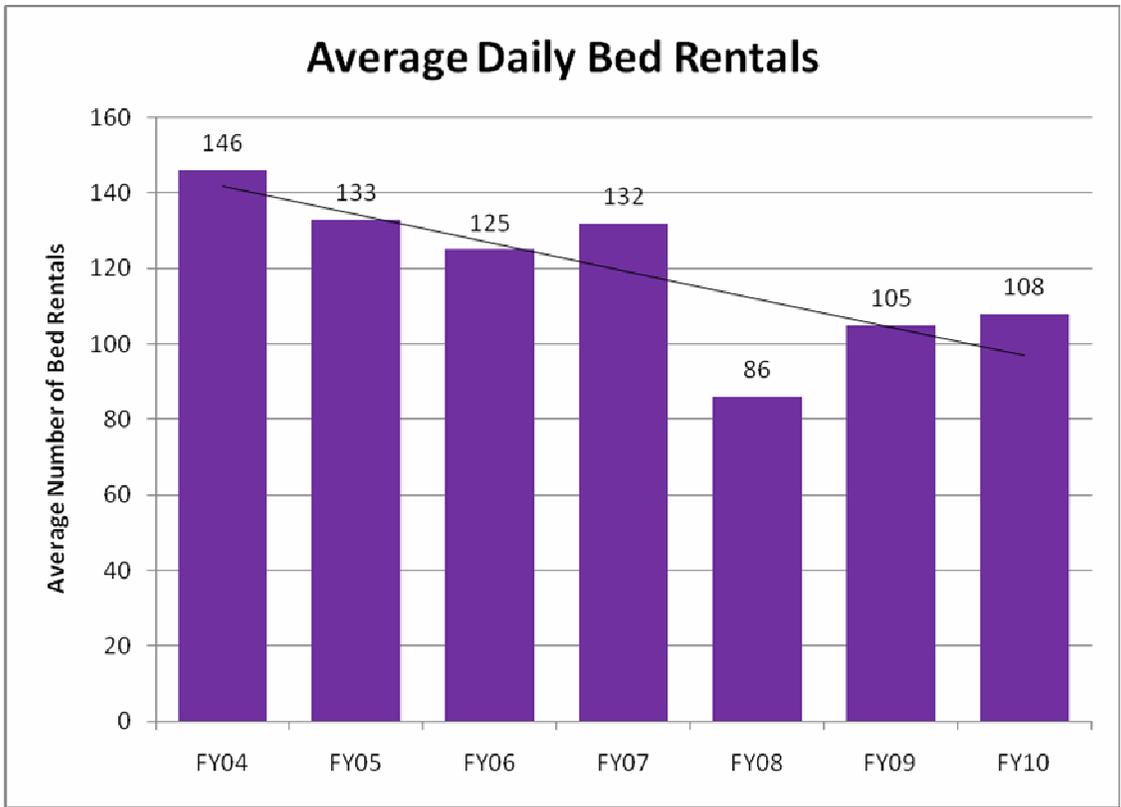


Figure 41. Average Daily Bed Rentals. Data was generated through head counts compared to billing invoices and provided by the Finance Manager.

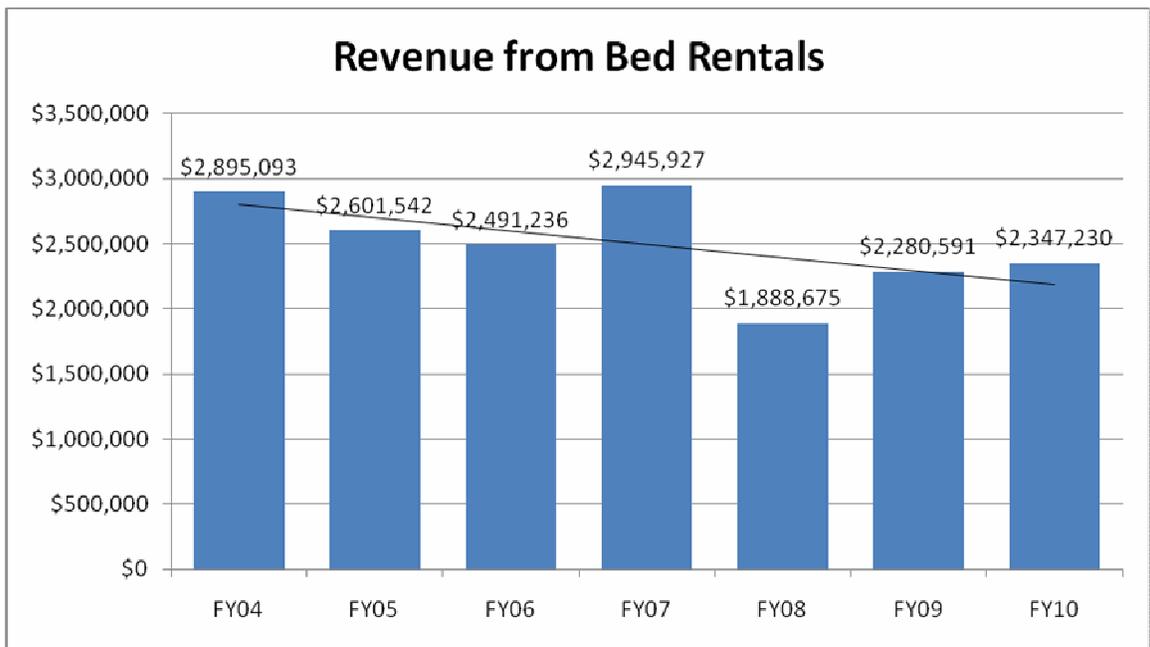


Figure 42. Bed Rental Revenues. Data does not include Incarceration Fees or Other Miscellaneous Revenue. Data provided by the Finance Manager.

Bookings

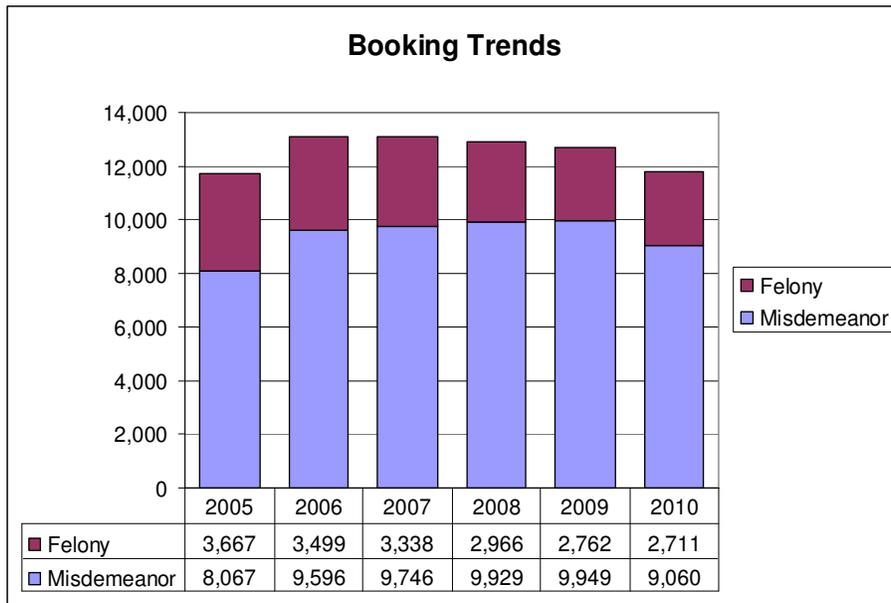


Figure 43. Total Number of Bookings. Data is from Looking Glass Analytics (LGAN), a web-based query and reporting service for the Coconino County Jail. Data includes individuals booked into the facility through rental bed agreements with other agencies. Averaged over 2005-2010, approximately 75% of bookings are for misdemeanors and 25% for felonies.

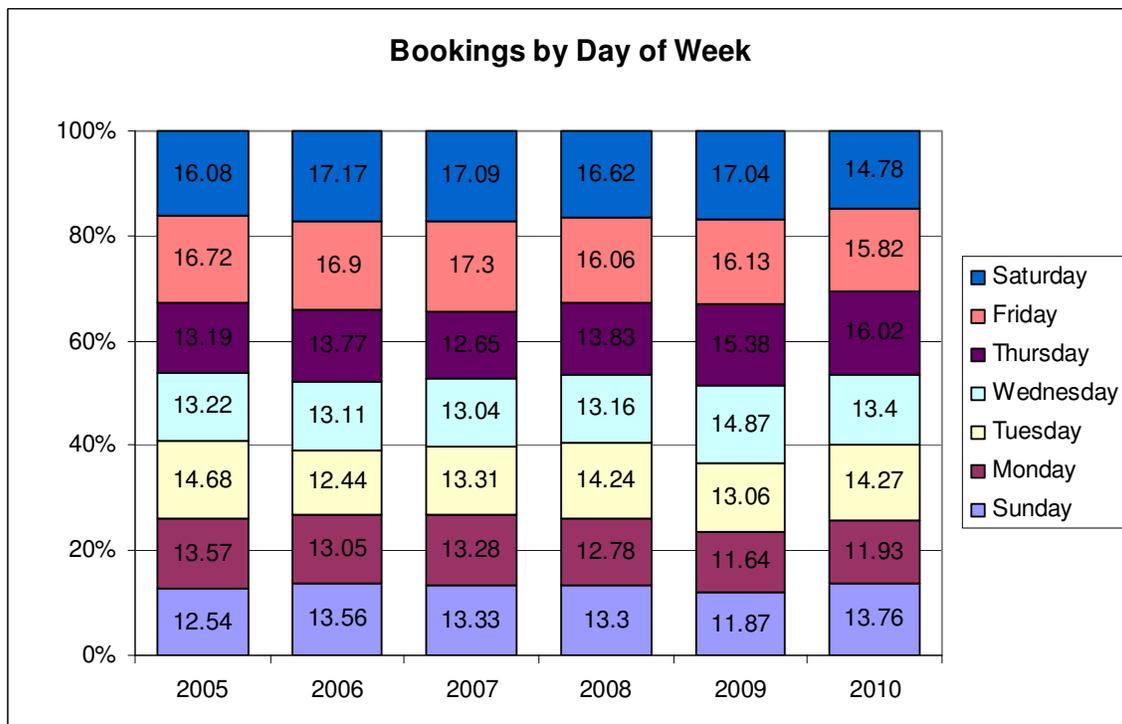


Figure 44. Bookings by Day of Week. Data is from Looking Glass Analytics (LGAN), a web-based query and reporting service for the Coconino County Jail. Data excludes individuals booked into the facility through rental bed agreements with other agencies.

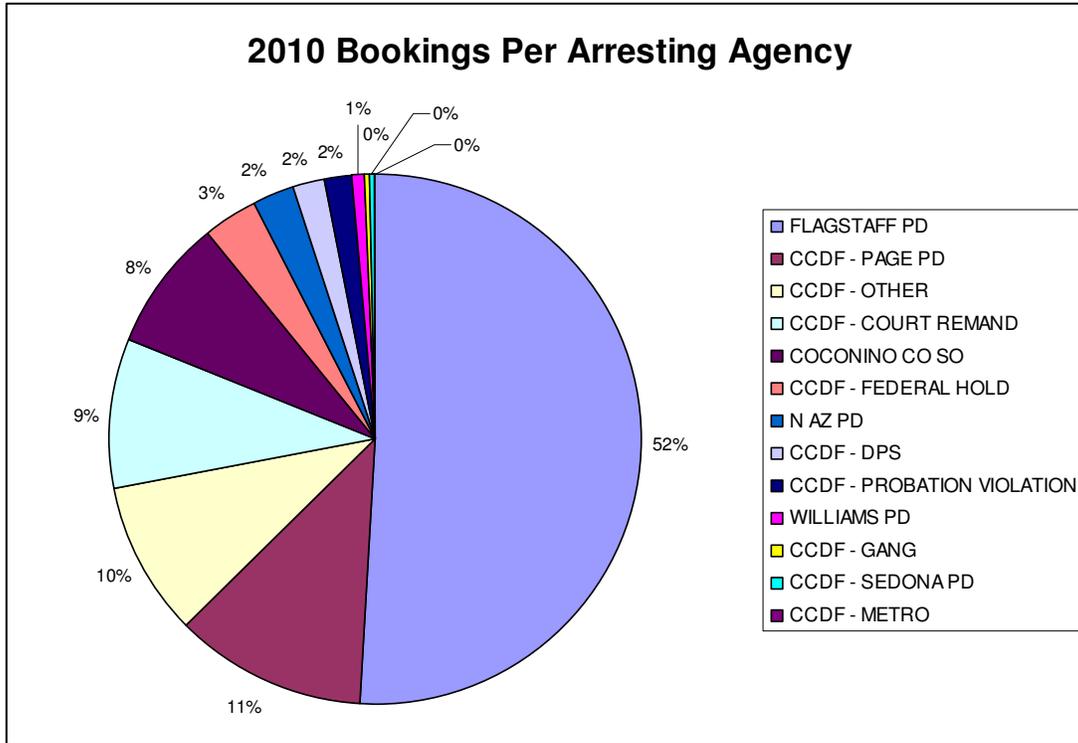


Figure 45. Estimated Percent of Bookings by Arresting Agency in 2010 based on Top Offense Code/Charge. Total Bookings = 12,067 (2.5% difference from LGAN totals). These are for individuals booked into the detention facility and do not include cite and release arrests. Data from JMS (Jail Management System) queried with ATAC. CCDF = Coconino County Detention Facility and includes bookings for other agencies including the Department of Public Safety (DPS), Sedona Police Dept, Page Police Dept, Gang Task Force, Metro (Drug Task Force), and other state and federal agencies. Data includes individuals booked into the facility through rental bed agreements with other agencies.

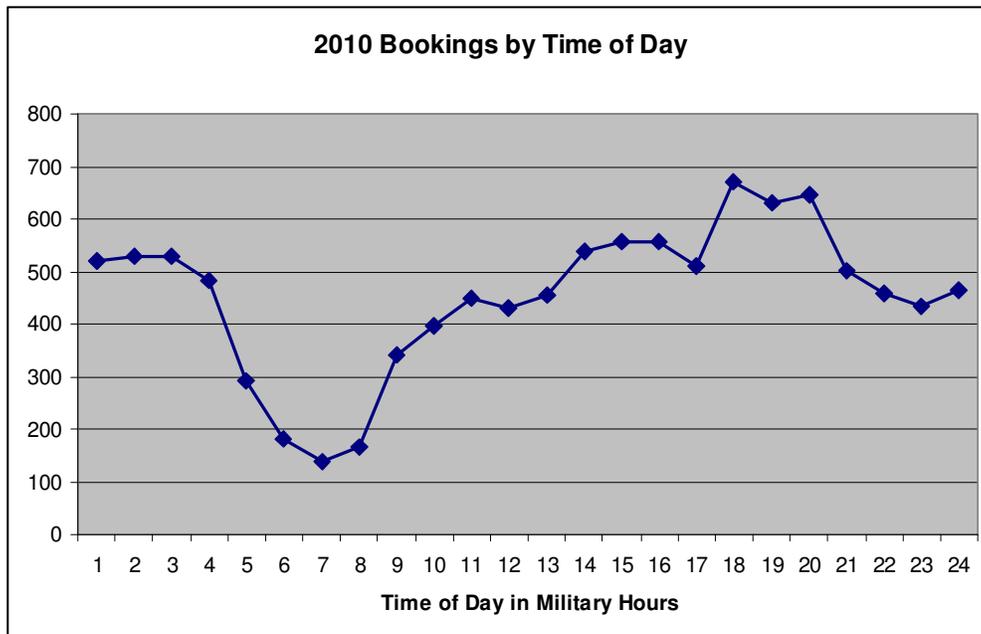


Figure 46. Bookings by Time of Day in 2010 . Data is from Looking Glass Analytics (LGAN), a web-based query and reporting service for the Coconino County Jail. Data excludes individuals booked into the facility through rental bed agreements with other agencies.

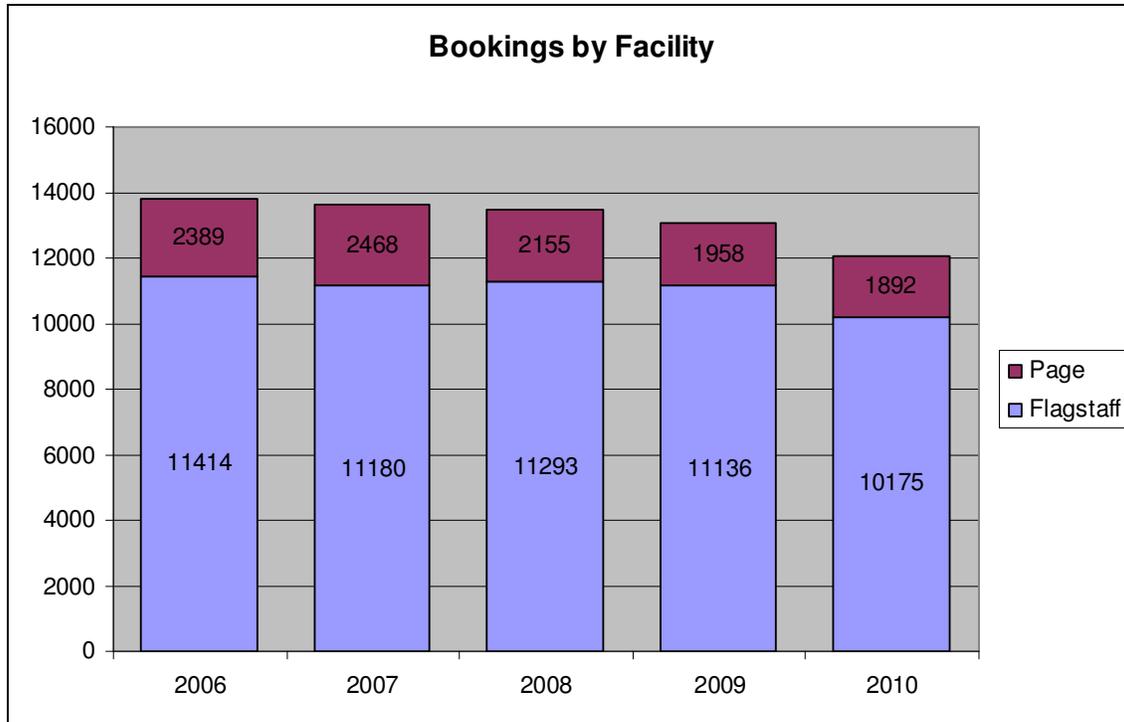


Figure 47. Bookings by Coconino County Detention Facility. Data from JMS (Jail Management System) queried with ATAC.

Crime Categories Booked

Excluding warrant holds, the largest crime category booked into the Coconino County Sheriff's Office has been and continues to be disobeying of court orders, followed by public order crimes.

CRIME CATEGORY	% of Total Bookings						
	2005	2006	2007	2008	2009	2010	Avg
Disobey Court Order	22.7	21.3	23.0	22.9	19.4	17.1	21.1
Warrant or Hold	18.6	22.0	20.2	17.4	17.4	18.9	19.1
Public Order	10.8	12.5	10.7	12.2	13.0	12.6	12.0
People	9.1	8.4	9.2	8.6	8.8	9.0	8.9
Property	8.7	8.2	8.0	8.6	8.5	9.6	8.6
DUI	8.6	7.8	8.6	7.6	7.6	7.8	8.0
Other Alcohol	4.1	4.2	4.7	7.9	9.5	6.8	6.2
Drug Possession	7.2	5.8	6.0	5.3	5.4	5.9	5.9
Criminal Traffic (Non-DUI)	3.0	3.2	3.4	3.9	4.4	3.5	3.6
Probation Violation	2.7	2.7	2.9	2.2	2.0	2.1	2.4
Other	1.2	1.8	1.5	1.3	1.8	4.6	2.0
Drug Sales	1.8	1.2	1.1	1.1	1.2	1.2	1.3
Weapons	0.6	0.4	0.3	0.3	0.4	0.3	0.4
Federal Offenses	0.6	0.5	0.3	0.3	0.4	0.4	0.4
Other Criminal	0.2	0.2	0.2	0.2	0.3	0.2	0.2
Other Civil	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Local Ordinance	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Civil Traffic	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Table 14. Percent of Bookings by Crime Categories. Data is calculated from top / most severe charge per booking. Data is from Looking Glass Analytics (LGA), a web-based query and reporting service for the Coconino County Jail.

CRIMINAL JUSTICE COORDINATING COUNCIL

With the trend for increasing local population of inmates in the Coconino County Detention Facility, the criminal justice community recognized the need to try to manage the jail population while maintaining community safety. Following the first Blue Ribbon Jail District Citizens Advisory Committee of 1976, county, municipal, and state criminal justice agencies, treatment providers, administrative agencies, and concerned citizens began meeting to discuss crime trends, criminal justice problems, opportunities for better coordination among agencies, and enhancing criminal justice systems performance. The group formalized in 2005 as the Coconino County Criminal Justice Coordinating Council (CJCC). The Council facilitates collaborative resolutions to criminal justice issues faced in our community. The Coconino County Sheriff's Office is an active participant and is dedicated to the mission of the council which is to promote the safety of the citizens of Coconino County, the efficient and just treatment of offenders and to work toward prevention of crime and the reduction of recidivism. To learn more about the Criminal Justice Coordinating Council, visit the county website at <http://www.coconino.az.gov/cjcc.aspx>.

Knowing that the ability to collect and analyze local criminal justice data is essential, the CJCC made one of their first projects the development of a Jail Population Analysis System. The Coconino County Sheriff's Office played a key role in obtaining the grant funding and providing technological support for this project. A grant through the Arizona Criminal Justice Records Improvement Program provided funding for the contract with Looking Glass Analytics (LGAN) to develop a web based analytical system. The system went live in March 2006. The strength of the system is in trend analysis of the jail population. The system is constantly being reviewed for ways to improve data collection and for data integrity. Much of the data on the jail population provided in this report was generated using LGAN.

DETENTION PROGRAMS

Detention facilities are key components of the criminal justice system, public safety and economic vitality of a community. Our detention facility is a community within the greater Flagstaff / Coconino County community. In that sense, our detention facility must provide many of the same services available in any community. Our agency is proud of our proactive approach to inmate programs and services.

Pre-Trial Services

The Sheriff's Office works closely with Pretrial Services which is supervised by Adult Probation and is part of the Court Services Division of Coconino County. Pretrial Services assists the courts in determining who needs to remain in custody and who can be released without undue risk to the community. Pretrial Services: 1) investigates the status of incarcerated inmates for possible release, 2) provides a report to the court allowing for more informed decisions about release, and 3) supervises persons released from jail ensuring their court appearances and community safety.

Medical & Counseling Services

The Coconino County Detention Facility provides medical care to the most challenging population in our community. The inmates are often at high risk for health issues, are not likely to seek care when they are not in our custody, and are likely to need care when they are in jail. As a result, many inmates are healthier when they are in jail than when they are not because of the medical services and attention they receive in jail. Our staff of dedicated nurses and health care providers works diligently to offer quality medical care to all inmates. The Medical Unit currently has eight full-time nurses and a small group of float pool nurses. It has been difficult to retain nurses due to the demanding workload and relatively non-competitive pay (a ratio of 1 nurse to approximately 250 inmates during the day and 1 nurse to approximately 500 inmates at night).

The Coconino County Detention Facility Medical Unit uses a Public Health Model with an emphasis on promoting wellness in the medically underserved inmate population. A staff of Registered Nurses provides a wide range of medical services including intake assessments, sick call, emergency medical care, vital signs, daily medications, treatments, EKG's and phlebotomy. Every inmate is screened for medical issues upon arrival to the facility. The unit provides comprehensive medical, dental and psychiatric care to all inmates in our custody from booking to release. Dental care is provided on a weekly basis and includes services such as and temporary fillings. Extractions are performed on an "as needed" basis. A full-time Nurse Practitioner is on-site five days a week and on-call 24-7.

Summary of Medical Unit cost-saving measures:

- creating an internal "float pool" of nurses to decrease the costs of using temporary nursing agency services
- providing many medical services within the facility reducing transports and outside fees
- providing many medical services within the housing units reducing inmate escorts in the facility

- initiating an inmate co-pay program (\$5 co-pay for medical visit and \$5 co-pay for prescription - no inmate is denied necessary care if he/she cannot pay)
- limiting pharmacy costs by providing only the least expensive medication in each class of drug (closed formulary)
- taking advantage of medical discounts for timely payment
- increasing communication with arresting officers and the emergency room to decrease the need for unnecessary emergency room care

In 2007, we implemented a new electronic medical records system designed specifically for correctional facilities. The system electronically stores intake screenings, medication administration records, chart notes, doctor's orders, scanned documents, and other medical information. The system has helped to improve the quality of inmate care, increased the efficiency of the medical staff, and reduced liability.

Mental Health Services

In July of 2010, we entered into a new contract for Mental Health Services with Dr. Laurence Schiff. Dr. Schiff has been practicing psychiatry for over 30 years. He has many years of experience in the detention setting, and provides psychiatric services to four other county jails, as well as serves as the Director of Psychiatry for the Arizona State Prison Complex in Kingman, AZ where he resides. Although Dr. Schiff lives in Kingman, we have incorporated telemedicine via Skype which allows the inmate to have a one on one conversation with Dr. Schiff. Dr. Schiff also makes regular in person visits to our facility, will speak to inmates via telephone in emergencies, and reviews daily inmate charts. He prescribes medication off his closed formulary list which has been a cost savings to our facility while maintaining very effective treatment for the jail population.

Our facility also has a staff member dedicated as a mental health clinician. This clinician advocates for individuals with mental illnesses. The current employee in this position previously served as a detention officer and has a broad understanding of detention policies and procedures. This employee is able to blend knowledge of detention with the knowledge of mental health issues to provide a strong advocacy for inmates with mental illness.

In an attempt to reduce the use of psychiatric medications used to mask ongoing symptoms, our psychiatrist and mental health clinician work together in a coordinated effort to educate the inmates on effective coping techniques. These techniques are valuable tools for inmates facing life's challenges both inside and outside of the jail setting. The mental health clinician has been instrumental in helping to prevent recidivism by incorporating essential discharge planning prior to the inmate's release from custody.

Juvenile Education Services

On occasion, courts deem that a juvenile be held as an adult at the Flagstaff Detention Facility. According to classification, juveniles are kept separate from adult inmates. On average, there are four juveniles in the Flagstaff Detention Facility. In order to provide education services to these juvenile inmates, the Detention Facility utilizes a part-time teacher employed by the Coconino County Regional Accommodation School District #99.

The certified teacher works with both English and Spanish speaking juveniles. The program offers students the opportunity to earn credits toward a High School Diploma. Students also may choose to work toward their GED or work on learning English. The Juvenile Educator currently instructs juvenile inmates four hours each day, Monday through Friday. In the event the instructor schedules time off, a substitute is provided.

Adult Education Services & Special Education Services

We currently offer Life Skills/Workplace readiness classes through an Intergovernmental Agreement with Coconino Community College. Future expansion of this into other Adult Education services is being discussed. Inmates younger than 22 years of age are interviewed to determine if they are eligible for special education services according to the Child Find Law. Those who qualify are referred to the Coconino County Regional Accommodation School District #99.

Library Program

In partnership with the Flagstaff Public Library and City of Flagstaff, the Flagstaff Detention Facility has a library program with two employees and over 6,500 items in inventory. In addition to newspapers, magazines, books by popular authors, self-help books, cartoons and poetry, the library also maintains religious and substance abuse recovery materials. The Page facility provides limited library services in house.

Video Court

The Video Court Room is located in the Flagstaff Detention Facility near the Intake/Booking area. The room is set up like a simple court room. In place of the judge's bench is a video monitor where the judge appears via video conferencing.

All Flagstaff City Court and Flagstaff Justice Court initial appearances are done via video court. The video court system also is available for Williams City Court and Page City Court initial appearances, as well as Flagstaff City Court arraignments. Inmates can sign a waiver of appearance which allows them to appear on video for City Court arraignment. During both video initial appearances and video arraignments, at least one officer is always present in the video court room for safety and security during the proceedings. Pre Trial Service Officers are present in the court room, and inmates are assessed by medical staff outside the court room under officer supervision if held in custody at initial appearance.

The video court system provides increased safety and is a cost-savings measure, not only for the Sheriff's Office, but also for the Flagstaff Police Department. Inmates are able to appear before the judge without being transported to court. Reduced transports translate into increased safety for employees and inmates as well as cost-savings in terms of employee time and vehicle costs. The video system reduces the number of inmates needing to be physically transported to court by at least 80%.

In 2010, video court was used in approximately 4351 Flagstaff Municipal Court appearances, 2500 Flagstaff Justice Court appearances, 342 Williams Municipal Court appearances, and one Page Municipal Court appearance.

Attorney / Client Visitation

Attorneys may visit with their clients in a specified attorney/client room, in visitation booths, in program rooms, or through a video system. To initiate a visit with a client via the video system, the attorney telephones the Detention Facility and requests the client be placed inside the attorney/client video booth. The visitation booth is in close proximity to the housing unit which decreases the time and distance an inmate must be escorted through the facility. As with the video court system, the attorney/client video system provides increased safety and is a time- savings measure for both attorneys and jail staff.

Civil Rights Attorney Program

A Civil Rights Attorney is retained as a legal resource for inmates to assist them in pursuing issues of civil rights, Habeas Corpus, and conditions of confinement. This attorney is funded through the Inmate Welfare Fund. Inmates requesting a Civil Rights Attorney submit an Inmate Request form to the Inmate Relations Officer who coordinates with the attorney.

Veterans Affairs

To better serve military veterans, we have developed a program that helps with early identification of veteran during initial court interviews. When an inmate is identified as a veteran, the Inmate Relations Officer (IRO) provides the inmate a Veterans Affairs packet. This packet provides information on care and benefit services available to veterans. Inmates can request further assistance, per an inmate request form to the IRO, for veterans' assistance. The IRO notifies a veterans' representative on behalf of the inmate.

During 2009, 112 inmates were identified as military veterans and provided Veterans Affairs packets; during 2010, 90 inmates were identified as military veterans and provided Veterans Affairs packets.

Grievances

The Inmate Rule Book provides guidelines for inmates to file grievances. First, the inmate must try to resolve the issue at the lowest supervisory level, such as with the floor officer or supervisor. If not resolved, the inmate may send a request to the Inmate Relations Officer (IRO). If not resolved at that level, the inmate is provided a grievance form to fill out. The grievance form is reviewed by a Detention Lieutenant. If the inmate still is not satisfied with the resolution, he/she may ask for a grievance appeal. The appeal is reviewed by the Detention Commander whose decision is final.

In 2009 five inmate grievances were processed; in 2010 eight inmate grievances were processed.

Program Coordinator

The Program Coordinator works with volunteers and contracted service providers to develop Religious, Substance Abuse Recovery, Education, Native American, Work (such as the women's sewing program), and interface and coordinate varied education programs. Many of the programs are designed to help inmates not only with immediate issues and needs, but also to help them prepare for re-entry into the community. Appendices A and B provide annual reviews of the Detention Programs. While some of the programs are provided by professionals in various fields, there are also over 150 people from the local community who volunteer to help with programs. Programs are continuously in development to meet the changing needs of the offender population in custody.

Education & Well Being Programs

There are many education and self help programs offered on a rotating basis through the four pods in the jail. Many of the programs such as Anger Management, Parenting Skills, Personal Finance, and Job Skills rely on volunteers from the community to facilitate them as often as volunteers are available. The Sheriff's office now has an Intergovernmental Agreement with Coconino Community College to teach a Life Skills/Workplace Readiness class on a rotating basis. This class is made available to inmates in all four pods in the jail.



Photo 7. Inmates Participate in Life Skills Classes. Photo is courtesy of Arizona Daily Sun, photographer Josh Biggs.

Recreation

There are recreation yards for each of the pods that are outfitted with exercise stations for pushups, pull-ups, sit-ups, etc. The exercise stations do not have weights or removable parts. Handballs also are provided to inmates for recreational use. The recreation yard for the pod housing juvenile inmates has basketball hoops.

Substance Abuse Programs

Substance abuse is a major issue for many inmates. Currently, the following programs are available on a weekly basis: Alcoholics Anonymous, Narcotics Anonymous, Cocaine and Crystal Meth Anonymous, and Co-Dependents Anonymous. While these programs offer much needed support and services, many inmates are in need of a structured treatment program. Our agency has developed such a program which is described later in this report under EXODUS.

Religious Programs

Procedural changes have been made to accommodate various religious practices and diverse faith groups. Religious sessions are offered to inmates in both group and booth visits by clergy of their choice. Inmates may participate in bible studies and religious services that are offered in their dorms and pods. Most inmates are offered the opportunity to attend one religious program and one substance abuse recovery program per week. A lead Chaplain helps coordinate representatives of different faith

based groups. Religious literature including bibles and literature from many different religious organizations as well as a large selection of non-denominational books and magazines are made available and delivered to inmates weekly. The kitchen staff also tries to accommodate special religious dietary requirements to the best of their ability.

Native American Programs

Attention has been given to the unique needs of our large Native American population. One of the first special programs at the Flagstaff Detention Facility campus was a sweat lodge program. This was accomplished with the assistance of Navajo Behavioral Health Services. Due to some issues with the smoke and availability of facilitators, the sweat lodge was disassembled. We hope to have the sweat lodge re-established during 2011. A Hogan located on the detention campus is available for special programs.

Talking Circle programs also are available to inmates. The Talking Circle was created and is staffed by contract facilitators from the Navajo Nation and local Native American Community members. It provides an opportunity for inmates to discuss their feelings and thoughts about their current situation.

Special Event Programming for Inmates

Occasionally, special events are made available to the inmate population for the purpose of education, values enhancement, entertainment, and morale. For the past six years, inmates are invited to attend a Christmas Caroling program during which faith groups from the local community and an employee band provides a holiday sing-a-long with the inmates. Arts and Crafts programs also are offered to select inmate groups throughout the year. Periodically, special interest speakers come to the jail and speak to selected groups of inmates.

Inmate Work Programs

Inmate Work Programs provide opportunities for inmates to give back to the community in a positive way and for inmates to receive training in skills that they can put to use when applying for jobs when back in the community. Male inmates have the opportunity to work in the kitchen, laundry, around the building (in-house cleaning and in-house painting crews), or as part of an outside labor crew, if they meet certain criteria. Qualifying female inmates are invited to participate in a sewing program.

Of the outside work crews, one provides additional labor for upkeep, landscaping, and construction throughout Coconino County Parks and Recreation sites, including Tuba City. This work crew has been in place since 2005. The crew usually consists of an average of 5 inmates. In 2010, this work crew provided 6,059 total person hours of labor.

Another work crew provides additional labor for special projects throughout the communities of Flagstaff, Page, and Williams. These include Clean and Beautiful projects, painting and upkeep at the Law Enforcement Administrative Facility, assistance packing boxes at the Northern Arizona Food Bank, and snow removal and sand bag filling during recent emergency events. This crew also consists of an average of five inmates. In 2010, this work crew provided over 6,300 total person hours of labor.



Photo 8A. Inmate Work Crew helps with construction of Coconino County Raymond Park located in Kachina Village.



Photo 8B. Inmate Work Crews help with filling sandbags during the 2010 Schultz Fire Area Flood.

Laundry Services

In-house laundry services are provided through inmate labor and supervised by Detention Officer Staff. The laundry unit washes inmate uniforms, bed linens, towels, and inmate personal whites. Whites, bedding, and towels are laundered once per week. Uniforms are laundered twice per week. On average two to three inmates process around 25 loads of laundry per day. Soap and maintenance to the washer and dryer machines are provided through contracted services. Many laundered items are maintained and repaired through the in-house, women's sewing work program. Provision of in-house laundry provides cost savings to the facility.

Kitchen Services

The kitchen is managed by five full-time employees. They are assisted by two shifts of 11 working inmates. The kitchen provides an average of 1,500 meals a day (three meals per day for approximately 500 individuals) to inmates, staff and work crews. The menus are pre-approved by an on-call Registered Dietician. The kitchen also provides meals to meet special dietary requirements for medical or religious needs of inmates. The staff constantly reviews its operations looking for ways to improve efficiency by reducing labor costs, simplifying menus, and seeking competitive contract bidding. This helps offset the increases in food prices and keeps the kitchen competitive with the open market. In FY10, the average cost per meal was \$0.81.

In accordance with state statute, the jail charges non-rental bed inmates \$1.00 per day for meals to help recover some expenses of kitchen services. While 100% collection of this fee has not been possible, \$66,812 was collected in FY09 and \$53,041 was collected in FY10 (financial information provided by Finance Manager).

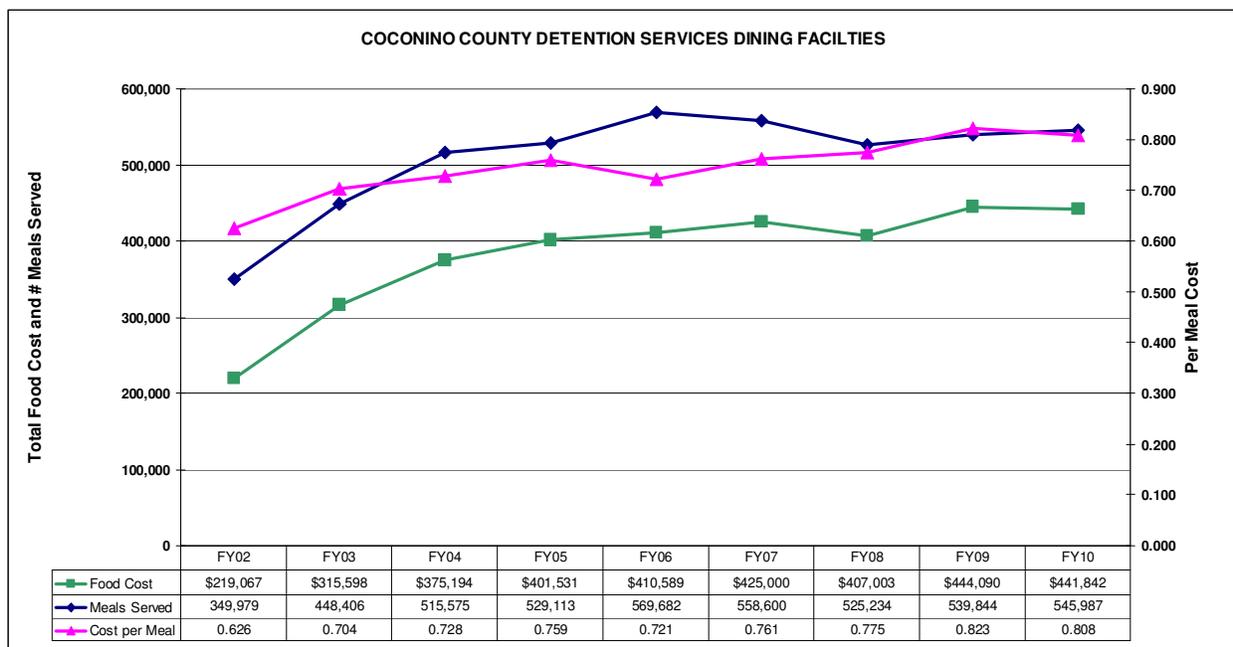


Figure 48. Kitchen Services Costs. The left axis shows the total food costs and number of meals served. The right axis shows the cost per meal. Data is from the Kitchen Manager.

Maintenance Services

The Maintenance Division (see also Support Services section of this report) plays an integral role in providing inmates and employees with a safe working facility. Maintenance services include diagnostics, repairs, and upgrades on plumbing, electrical, fire, security, and HVAC throughout the entire facility. A large part of their workload is for the Detention Facility. They service inmate housing units, recreation and visitation areas, laundry, kitchen, intake, sally port, central control, lobby areas, and all other areas within the Detention Facility. They also service the Page Detention Facility. Facilities are serviced by one Facility Manager, one Maintenance Supervisor and three Maintenance Officers.

Commissary Services

In July 2003, the Detention Facility contracted with Keefe Commissary Network to provide commissary services to inmates. Commissary items include sundries, snacks, personal hygiene items, socks, underwear, t-shirts, shoes, and stationary items.

Each Monday, inmates are allowed to fill out a standardized form requesting up to \$80 of commissary items. This form is scanned and submitted electronically to the Keefe warehouse in California. By Wednesday, each order has been filled and sent back to Flagstaff for distribution to the inmates. Payment for the commissary items is electronically subtracted from the balance an inmate has on the books.

The average number of inmate commissary orders on a weekly basis is 270. In 2010, commissary sales totaled \$233,615. The Detention Facility receives a commission from this transaction, and this is placed in the Inmate Welfare Fund.

Family members and friends of inmates also can use an online service know as Securepak to purchase and send packages to inmates. Securepak consist of 5 different gift packages with prices ranging from \$8 to \$32.

By using contracted commissary services, the Detention Facility has achieved an efficient commissary service for the inmates, has realized salary savings for managing the commissary, and has realized space savings by using the services of an external warehouse.

EXODUS (Substance Abuse Treatment Program)

Substance abuse has a major impact on the jail population and community safety. The Coconino County Sheriff's Office believes it has a moral obligation to provide tools to allow inmates to redirect their lives.

In 2007, the Coconino County Sheriff's Office implemented an In-Custody Treatment Program called EXODUS. Funding for the in-custody portion of the program is generated by revenues from the Jail District Sales tax. Funding for the out-of-custody and continuum of care portions of the program come primarily from grants and community partnerships. The first group was a men's specific treatment group. In August 26, 2008 the program was expanded to include a women's specific treatment group. The EXODUS program has become a leader in combating substance abuse issues in Coconino County and the criminal justice system now relies on the program to provide quality treatment to individuals in the criminal justice system.

The goals of Exodus are:

- To provide educational and therapeutic services to assist inmates in making a decision to avoid alcohol and drug use in the future
- To decrease recidivism rates
- To provide alcohol and drug treatment to inmates that have difficulty accessing treatment through other means
- To provide a behavioral management tool that helps to control inmate behavior and decrease disruptive activities
- To create a safer community
- To reduce health care costs associated with substance abuse/dependence
- To create a program that requires some inmates to engage in a productive routine while in custody
- To provide a proactive response to substance abuse related crime rather than a reactive response
- To require inmates to develop an alcohol and drug free life plan for release

Participation is on a voluntary basis and once potential candidates are identified, they participate in a screening process. Jail treatment staff collaborates with treatment and social service agencies throughout the county. Dedicated housing areas are used to house inmates in the program, providing a stronger, therapeutic environment. The most effective location is one where there is no auditory contact with inmates not involved in the program. When an inmate is close to completing Exodus they meet with a counselor for an exit interview and a Transition Plan for release is developed.

Over the past three years, the Sheriff's Office has expanded the number of seats in both the men's and women's EXODUS programs over the past year. The total number of men's seats is now 48, and the total number of women's seats in the program is now 22. This has required additional staff that has been achieved through partnerships with the Northern Arizona University intern programs in social work and psychology, as well as through the addition of staff funded through grants.

Grant funding also has been instrumental in enhancing the program. We applied for a Residential Substance Abuse Treatment grant through the Arizona Criminal Justice Commission to provide a program specific to inmates sentenced with probation violations. The probation specific feature of EXODUS was implemented in 2011.

The program continues to enhance its programming for both the women and men through community partnerships and collaborations and community volunteers. Northland Family Help Center teaches classes on domestic violence and healthy relationships. Coconino County Community College provides Life Skills Classes to the general population of inmates as well as those in the EXODUS Program. Jill Devine, Flagstaff poet and instructor at Coconino Community College, facilitates a poetry class to the EXODUS participants.

These new collaborations are in addition to existing EXODUS program features such as the men's talking circle held in the detention facility Hogan. The talking circle is facilitated by the Navajo Nation Behavioral Health Services and is a way of bringing people together in a quiet, respectful manner for the purpose of teaching, listening, learning, and sharing. The circle is a very effective group therapy method of bringing some degree of healing to the mind, the heart, the body, or the spirit.

Other features of EXODUS are classes sponsored by the Coconino County Health Department on smoking cessation and sexual health including information on sexually transmitted infections. The facilitator for the classes provides referrals for participants to receive STD testing upon release.

The 12 Step Community continues to facilitate Alcoholic Anonymous, Cocaine Anonymous, Crystal Meth Anonymous, Narcotics Anonymous, and Codependence Anonymous meetings and provides a support network. The 12 Step Community provides a vital link to continued aftercare and support after a participant is released. The 12 Step Community also operates the transitional living accommodations in Flagstaff that provide a safe place for participants to live.

EXODUS also brings former program graduates back into the recovery program as motivational guest speakers. These graduates, who have been able to stay clean and sober and make positive life changes, serve as role models for other inmates in the program.

Many people preparing to leave the EXODUS Treatment Program do not have a home and are returning to communities where poverty, lack of jobs, and a lack of affordable housing make obtaining a safe permanent home difficult. For others, their prior residence is not an option due to abuse, substance use, and criminal activity that is persistent in the home. A necessary condition for a successful transition from jail and treatment to the community is access to housing that is safe, free of substance use, provides a structured environment, and supports treatment goals. Research shows that participants that are released from jail and treatment and reside in extensive residential transitional living and treatment have significantly reduced rates of re-arrest and relapse, as well as higher rates of employment

One of the ways the program helps people transition from detention back into the community is through grants that help pay for transitional housing, further treatment, and other aftercare needs that support continued sobriety. Some of the aftercare services the program helps with are providing assistance to get into further treatment or transitional housing, aftercare packages that contain toiletries and other necessities, job skills training, and information and referrals on community resources. The EXODUS program is able to pay for the first month of treatment or rent at a transitional living facility through grant monies.

EXODUS has helped place participants in transitional living throughout the state, and even places in California and Idaho. In 2010, the program provided assistance for 18 men and 6 women to enter transitional housing. In the first quarter of 2011, the program provided assistance to 12 participants.

Our EXODUS program has maintained a low recidivism rate of 36% across all inmates who have participated in at least two weeks of the program. For inmates who stay in the EXODUS program for the full 90 days, the recidivism rate is even lower: 25% for women, 29% for men, and 27% combined. This recidivism rate is calculated from the time individuals leave the detention facility, up to three years. Recidivism in this case includes any time the person is brought back into our facility (Coconino County Detention Facility), whether the arrest results in a conviction or not, and regardless of type of charge.

There are some differences in how local, state, and national data are calculated. Some report on any recidivism, others report on recidivism for like crimes. There are also differences in the time when recidivism is measured (i.e., six months, one year, three years, etc.). Nationally 67% of all inmates are rearrested within 3 years and 75% recidivate when no treatment is provided while incarcerated. We have seen success in reducing recidivism rates of inmates who have participated in our program through the first three years of the program. We continue to work toward a standardized format for measuring the success of our treatment program.

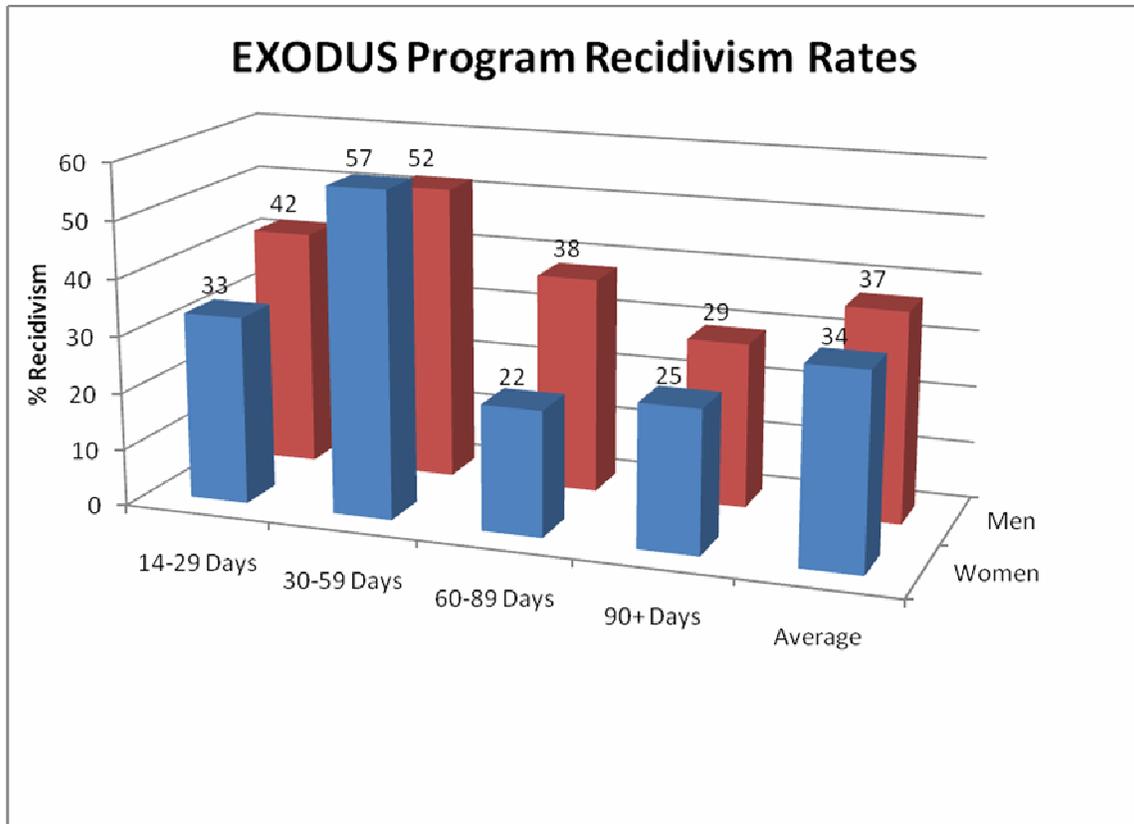


Figure 49. Recidivism by Days in Exodus Treatment for individuals completing at least 14 days of treatment, since the inception of the program (N=100 women, N=234 men). Average recidivism is 36% for individuals completing at least two weeks of treatment. Data provided by the Case Worker for Exodus.

DETENTION ACADEMY

The Sheriff's Office is committed to staff development and training. During 2004, the Coconino County Sheriff's Office partnered with Coconino Community College (CCC) and the Arizona Detention Association to design and implement a Basic Detention Academy for Detention Officers. The academy provides entry level training to detention officer staff. Students admitted to the academy must be hired or recommended by an approved law enforcement agency. The 13 credit curriculum consists of six weeks of intense training and is designed to meet Arizona Detention Association standards. Training combines academic, tactical, physical fitness, and team building classes. The 13 credits may be applied toward an Associate degree in the Administration of Justice program at CCC. We have completed 10 academies and graduated a total of 93 cadets for both our Flagstaff and Page facilities since the inception of the program.

In 2009, we held both a spring and a fall academy: Arizona Detention Academy (ADA) Class #72 with nine graduates and ADA Class #76 with seven graduates. In 2010 we held a fall academy: ADA Class #78 with eight graduates.

CUSTOMER SATISFACTION SURVEYS

The Coconino County Sheriff's Office is committed to serving the community. We value citizen input and feedback. We seek to engage customers and provide premier customer service. In order to determine customer satisfaction, we developed a customer satisfaction survey. This survey is made available online and at the detention facility to anyone who comes to our facility for business (e.g., family and friends of inmates, bail bondsmen, attorneys, and volunteers).

The survey asks the person to identify the date of their visit and rate the facility and staff in a number of categories such as, cleanliness, professionalism, accuracy of information, use of technological resources to aid in service, and timeliness of service.

Calendar Year	FY09	FY10	Surveys Sent to Date	Surveys Received to Date
Percentage of Volunteers Rating Excellent to Good Services in Detention	92%	94%	210	43
Percentage of Attorneys Rating Excellent to Good Services in Detention	80%	77%	65	10
Percentage of Bail Bondsmen Rating Excellent to Good Services in Detention	90%	78%	56	16
Percentage of Citizens Visiting Detention Facility Rating Excellent to Good Services in Detention	75%	77%		98

Table 15. Responses from Detention Customer Satisfaction Surveys.

OTHER ASSIGNMENTS & SERVICES

The Detention Facility has several officers serving in positions where they handle inmate relations and coordinate with outside entities and stakeholders. Examples of these follow.

Court Office

The Court Office of the Coconino County Detention Facility is made up of one Sergeant, eight Detention Officer II's and one Detention Support Specialist. This unit is primarily responsible for ensuring safe and secure transportation of inmates between the jail and Superior Court, Flagstaff Justice Court, and Williams Justice Court. The unit also transports inmates to medical appointments. Once an inmate has been sentenced to the Arizona Department of Corrections, the Court Office is responsible for transporting him/her to the Department of Corrections (DOC). The Court Office also manages daily transports to and from other facilities throughout the state for persons with warrants out of Coconino County.

Transports to Department of Corrections	331
Transports to Court	4068
Transports to Medical Appointments	372
Transports to Other Agencies	114

Table 16. Number of Court Office Transports in 2010.

The current Detention Support Specialist in the court office also is the liaison for bed rentals between the Sheriff's Office and other law enforcement agencies in Arizona. The liaison also assists in arranging for transportation of inmates for the bed rental program. Some of the agencies with which the liaison coordinates include the Bureau of Indian Affairs, Bureau of Prisons, United States Marshals, Immigration and Customs Enforcement.

Detention Liaison Officer

The Detention Liaison Officer (DLO) communicates and coordinates with Arizona Gang and Immigration Intelligence Enforcement Mission (GIITEM) task force regarding gang intelligence gathered within the Detention Facility. He interviews and identifies and potential gang members and provides gang awareness training to staff.

Detention Services Officer

The DSO (Detention Service Officer) is responsible for numerous tasks, including: janitorial ordering, supplies ordering (i.e. linens, uniforms for in house and the work crews), and management of the working inmates (trustees) and laundry services at the Detention Facility.

Inmate Relations Officer

The Inmate Relations Officer is responsible for processing all inmate written requests. These range from questions regarding medical, health and well-being programs, treatment programs, commissary, money orders, property, release dates, court dates, phone communications, trustee status, and counseling. Requests also include complaints of confinement, inmate rules violations, Civil Rights Attorney requests, and Veterans Affairs contacts. In 2010, the IRO processed over 14,000 written inmate requests.

DUI Processing

The Flagstaff Detention Facility has areas designated for officers to process DUI arrests. The area and equipment allow officers to conduct breath analysis (using an intoxilyzer machine) and to take blood draws (process known as phlebotomy) to measure blood alcohol content. The intoxilyzer machines are maintained by the Flagstaff Police Department and the phlebotomy blood draw equipment is maintained by the Coconino County Sheriff's Office.

Critical Incident Stress Management Teams (CISM)

In 2003, the Detention Facility staff was instrumental in developing Critical Incident Stress Management (CISM) teams. These teams are trained to help individuals to identify and cope with their responses to critical incidents. The teams are made up of detention staff, patrol deputies, and civilian staff.

Our agency has approximately a dozen employees who have attended CISM trainings. Four of these employees have received national certification in CISM which required the successful completion of seven approved courses. Our agency has used CISM to work with families of Search and Rescue victims, work with officers involved in shooting incidents or who have responded to a disturbing crime scene, and work with detention employees when there is a death or other distressing incident in the jail.

Hostage Negotiation Team

In December 2006, the Detention Facility staff initiated the development of a Hostage Negotiation Team. While individual officers have been trained in hostage negotiation in the past, this approach provides a team structure for working with hostage situations. There are four negotiators in Flagstaff and two in Page. Each negotiator completed approximately 240 hours of formal hostage negotiation training. The team has been working toward an integrated approach with the Patrol and Criminal Investigation negotiators, the Flagstaff Police Department Hostage Negotiation Team, and the Tactical Team (made up of officers from both Flagstaff Police Department and the Coconino County Sheriff's Office). The team has been working on developing a similar integration with the Page Police Department. This interagency approach is a concept that expands resource availability allowing for better service to the community.

Support Services

The Administrative & Support Services Division is led by a Commander and composed of teams in the areas of: Finance, Maintenance & Custodial Services, Systems Security & Warrants, Information Systems, Communications, Administration, and Human Resources. Most of the members of this division are civilian employees.

The Administrative & Support Services Division serves the entire Sheriff's Office, including the Detention Facility, and all of the substations of the Sheriff's Office. In addition, the Coconino County Sheriff's Office provides Information Systems, Warrants, Facilities, and Custodial services to the Flagstaff Police Department through an Intergovernmental Agreement.

In addition to the day-to-day functions supporting the agency, the Support Services Division is instrumental in providing logistical support for large scale emergency events. While officers and other emergency responders in the field deal with the emergency at hand, many of our Support Services personnel manage and support activities at the Incident Command Post (which manages the emergency event) or the Emergency Operations Center (which manages the consequences of the emergency).

CUSTOMER SATISFACTION SURVEY FOR SUPPORT SERVICES

In September 2009, the Support Services Division conducted a customer satisfaction survey of employees from the Coconino County Sheriff's Office, the Flagstaff Police Department, the Northern Arizona University Police Department, and the Williams Police Department with respect to the services they receive from Sheriff's Office Support Services Staff.

Out of 472 survey invitations sent, 235 responses were received. Responses received were:

69%	Coconino County Sheriff's Office respondents
24%	Flagstaff Police Department respondents
3%	Northern Arizona University Police Department respondents
3%	Williams Police Department respondents
1%	Other

	% Very Satisfied	% Satisfied	% Not Satisfied
Communications Overall	32	64	4
IT Overall	41	54	5
Warrants Overall	36	61	3
Finance Overall	43	53	4
Maintenance Overall	50	46	4
Custodial Overall	39	53	8
HR Overall	42	51	7
Admin Overall	43	53	4

Table 17. Internal Customer Satisfaction Survey of Support Services.

FINANCE & BUDGET

Finance and Budget plays a vital role in developing the annual budget for the Sheriff's Office. This involves regular budget analyses and reports. This team also processes and manages purchase orders, accounts payable & receivable, timecards, and travel documents. In addition, they complete financial reports for contracts and grants for the Sheriff's Office.

APPROPRIATED BUDGETS	FY 2007	FY 2008	FY 2009	FY 2010
Administration	628,478	692,245	718,836	412,644
Volunteers	37,545	37,545	37,545	42,545
Criminal Investigations	938,944	1,016,370	1,014,312	910,389
Flagstaff Patrol	2,753,463	2,776,224	3,082,589	2,874,663
Search and Rescue	137,589	143,677	126,299	128,143
Page Patrol	497,511	550,596	592,701	536,073
Williams Patrol	1,055,106	1,027,677	1,335,633	1,140,940
Support Services-Custodial	99,328	139,165	78,219	83,812
Support Services-Warrants	87,813	118,395	66,980	34,807
Support Services-Admin	1,004,705	1,058,391	1,141,846	1,131,224
Support Services-Ops Admin				473,378
Support Services-IT	252,558	285,804	59,961	71,016
TOTAL AGENCY BUDGET	\$ 7,493,040	\$ 7,846,089	\$8,254,921	7,839,634
Debt Service	2,506,137	2,570,286	2,576,320	6,426,950
Flagstaff Jail Operations	7,778,825	9,456,328	9,976,792	10,087,153
Page Jail Operations	845,363	927,282	816,157	859,962
Jail Nurses	732,758	791,124	866,666	1,634,513
Flagstaff Jail Medical	251,747	279,160	598,260	598,260
Page Jail Medical	106,377	108,327	108,327	108,327
Maintenance	322,981	421,422	395,991	450,958
Election Cost (Jail District Tax)	149,999	--	--	
Exodus Treatment Program	--	212,827	276,068	301,224
TOTAL JAIL DISTRICT BUDGET	\$12,694,187	\$14,766,756	\$15,614,581	\$20,467,347

Table 18. Agency and Jail Appropriated Budgets for Fiscal Years 2007-2010. Additional revenue comes from Grants and Cooperative Agreements (e.g., Governor's Office of Highway Safety Traffic & DUI Enforcement, Boat Patrol, Gang Task Force, Metro Task Force, Meth Task Force, Records Improvement Program, Law Enforcement Block grants, Homeland Security grants, and Forest Service cooperative agreements), Jail Enhancement Funds, Inmate Welfare Funds, and Jail Sales Tax. Jail Sales tax revenues are available only for use toward the Jail District Budget. Jail Enhancement and Inmate Welfare Funds must be used within the guidelines of those programs.

GRANTS

Grants are managed by an Administrative Operations Manager and Finance Manager. They work with Program Managers throughout the agency in the application and reporting processes. Grants are funded by Federal, State, and Local funding sources. Some grants are a cooperative effort with other public safety and public service agencies.

Grant Name	Amount	Start	End
AZPOST Range Enhancement	\$ 24,370.00	01/15/08	01/15/12
AZPOST Firearm Simulator	\$ 55,000.00	01/15/08	01/15/12
METRO (FPD/ACJC)	\$ 122,681.00	07/01/09	06/30/11
Edward Byrne JAG 2008 with FPD	\$ 3,353.00	07/01/08	06/30/11
DOJ-Solving Cold Case with DNA Grant	\$ 304,447.00	10/01/08	10/31/11
DOJ COPS Meth Grant (Exodus & K9)	\$ 93,530.00	12/26/07	06/30/12
Edward Byrne JAG 2009 AARA -(FPD)	\$ 75,725.00	03/01/09	02/28/13
Edward Byrne Memorial JAG 2009 Local Normal (FPD)	\$ 17,590.00	10/01/09	09/30/12
AGFD - Watercraft LE Appropriation	\$ 42,828.00	DOS	12/31/10
DOJ/DEA Cannabis Eradication	\$ 4,000.00	01/01/10	12/31/10
GIITEM - DPS (DLO)	\$ 37,250.00	07/01/10	06/30/11
GIITEM - DPS (PATROL)	\$ 112,092.00	07/01/10	06/30/11
Edward Byrne Memorial JAG Local Grant (FPD) FY10	\$ 17,667.00	10/01/10	09/30/13
GOHS Highway Safety FY2011 Selective Traffic Enforcement Equip	\$ 24,455.00	10/01/10	09/30/11
AZ Internet Crimes Against Children (ICAC) 2010-2011	\$ 10,000.00	10/01/10	06/30/11
AZDOHS - Train and Sustain Citizen Corp Programs	\$ 19,500.00	10/01/10	09/30/11
AZDOHS SAR Laptops	\$ 21,500.00	10/01/10	09/30/11
AZDOHS Narrowband Conversion Phase II	\$ 129,142.00	10/01/10	09/30/11
AZDOHS Coplink Phase II - MDCs	\$ 98,820.00	10/01/10	09/30/11
GOER-State Fiscal Stabilization Funds Distribution to Rural Counties	\$ 230,769.00	07/01/10	09/30/11
USDA Forest Service, Apache Sitgreaves Financial Operating Plan	\$ 5,000.00	DOS	09/30/11
USDA Forest Service, Coconino & Kaibab National Forest Financial Operating Plan	\$ 56,000.00	DOS	09/30/11
GOER-Public Safety Stabilization Program	\$ 89,249.00	10/01/10	09/30/11
AGFD - Watercraft LE Appropriation	\$ 31,000.00	11/16/10	09/30/11
BJA Bullet Proof Vest Program	\$ 2,865.86	04/01/10	08/31/12
Life Skills Program CCC (Foundation)	\$ 5,000.00	12/01/10	11/30/11
ACJC RSAT - Exodus	\$ 144,815.00	01/01/11	12/31/11
AZDOHS Coplink Phase II - MDCs	\$ 75,761.19	03/01/11	05/31/11
DOJ/DEA Cannabis Eradication	\$ 2,500.00	01/01/11	12/31/11

Table 19. Current Grant Awards (AZPOST = Arizona Peace Officers Training Board, DOJ = Department of Justice, AGFD = Arizona Game and Fish Department, GIITEM-DPS = Gang and Immigration Intelligence Team Enforcement Mission-Department of Public Safety, GOHS = Governor's Office of Highway Safety, AZDOHS = Arizona Department of Highway Safety, USDA = US Department of Agriculture, GOER = Governors Office of Economic Recovery, BJA = Bureau of Justice Assistance, ACJC = Arizona Criminal Justice Commission)

SYSTEMS SECURITY

The Systems Security Manager is assigned to be a liaison between the Coconino County Sheriff's Office and the Arizona Department of Public Safety. Per Arizona Revised Statute 41-1750, the Arizona Department of Public Safety is named as the state repository and mandates policy and procedure for criminal history information and the Arizona and National Criminal Justice Information Systems.

The System Security Manager serves as the contact for record validations, quality control matters, Criminal Justice Information Systems security matters, agency personnel training, system access/equipment, Uniform Crime Reports, and audits of internal operations and policy concerning the Criminal Justice Information Systems. The Systems Security Manager also works with the Arizona Criminal Justice Commission (ACJC) to coordinate and monitor issues ranging from drugs, gangs, victim compensation, and record exchange for criminal justice agencies in Arizona.

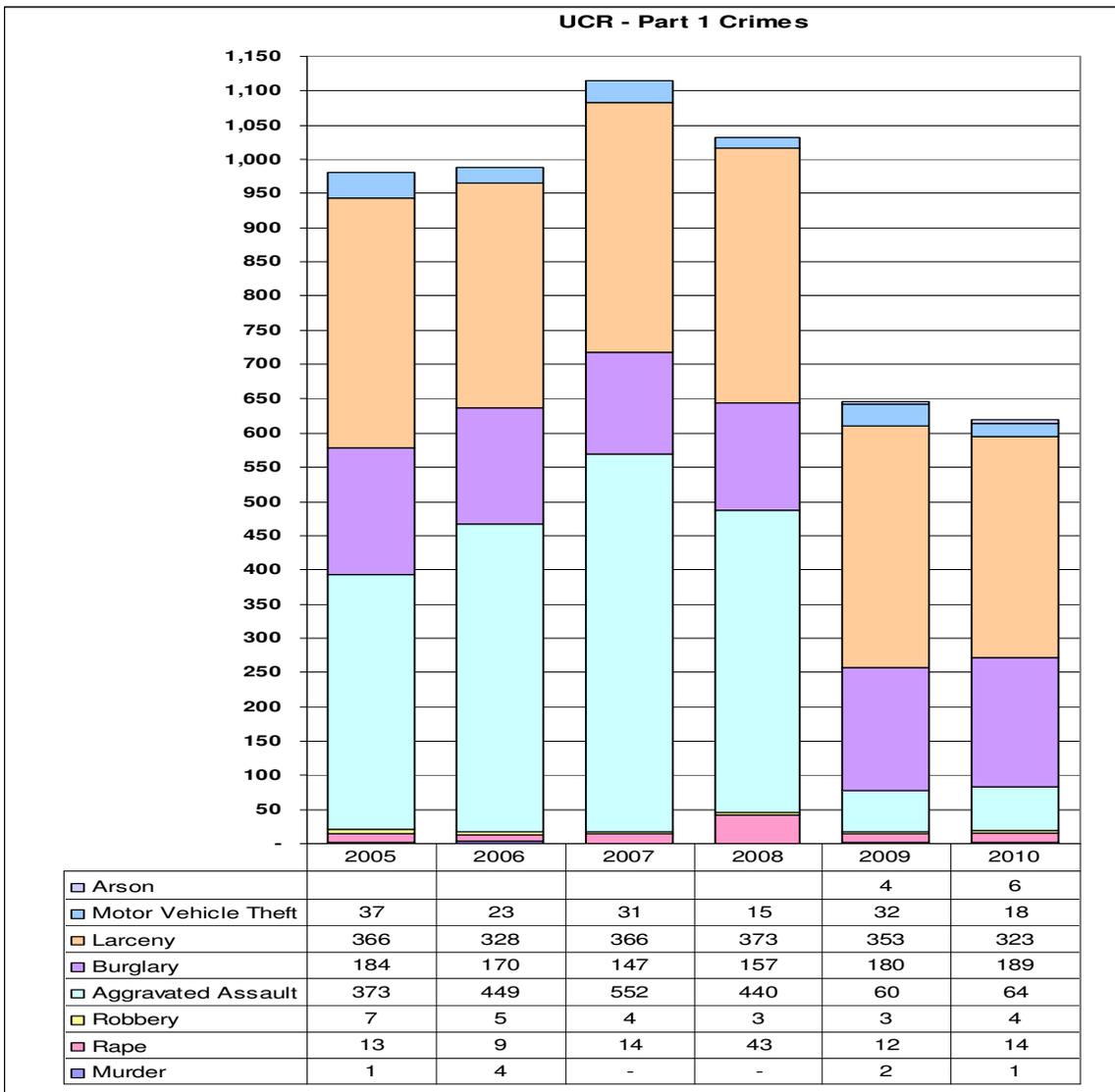


Figure 50. Uniform Crime Report Data. An error in our how our Records Management System compiled Aggravated Assault data was discovered in 2008 and corrected for 2009 and 2010. Arson data is not shown for 2005-2008. Data from Systems Security Manager.

WARRANTS

The Systems Security Manager also manages our Warrants Section. The Warrants Section is responsible for maintaining, entering, confirming and clearing all warrants issued by Flagstaff City Court, Fredonia Justice Court, Flagstaff Justice Court, Williams Justice Court, Page Justice Court, Coconino County Superior Court, and Coconino Juvenile Court. Warrants Clerks also enter Orders of Protection and Injunctions into our Records Management System and coordinate felony extraditions. In compliance with ACJIS regulations all warrants that are entered by the Sheriff's Office are "packed". Meaning that all the warrants for one individual are consolidated onto one entry into ACJIS. This is mandated by the ACJIS to save room on the ACJIS servers and to raise the efficiency and lower the time needed to get the information back to the officers out with the subject.

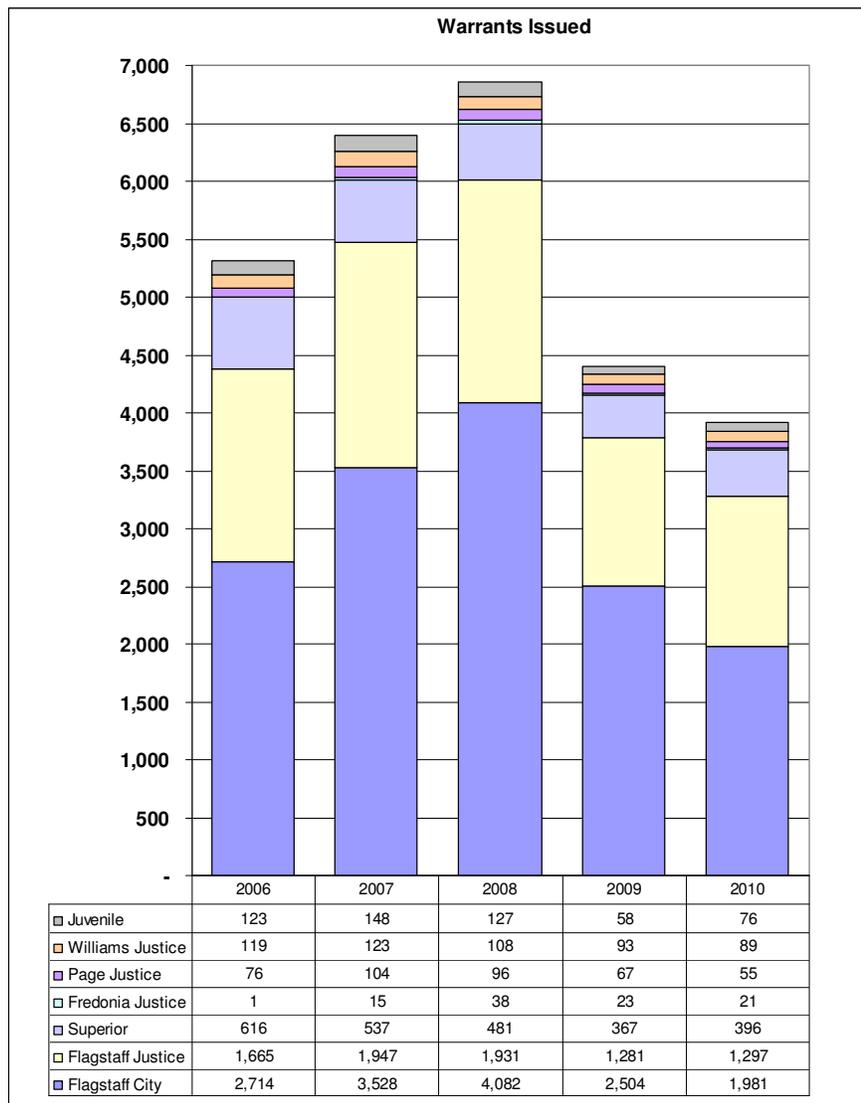


Figure 51. Warrants Issued and Entered for 2009 and 2010. Not shown are warrants from the Williams City Court (55 in 2009 and 66 in 2010) which are entered by their staff. Of the 2009 Warrants, 1565 were cleared by arrest (data from Systems Security Officer).

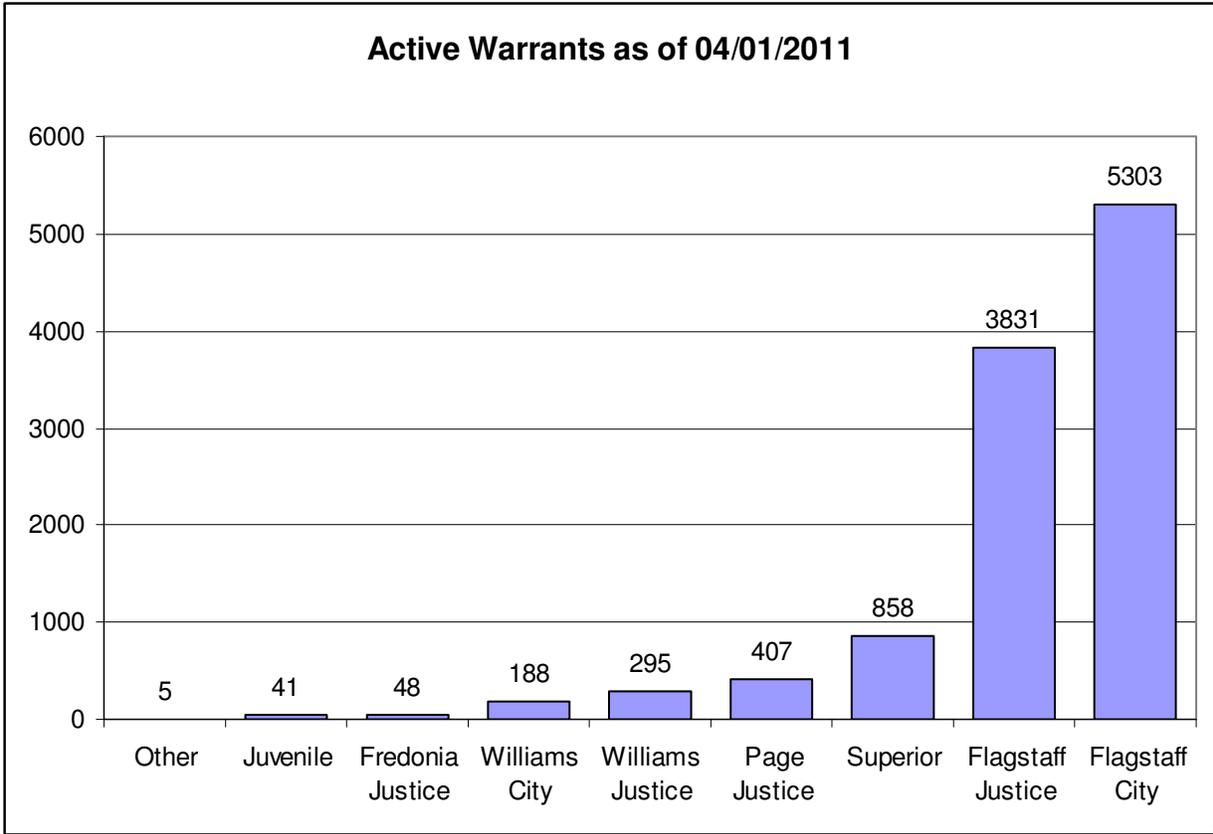


Figure 52. Active Warrants by Issuing Agency(data from Systems Security Officer).

INFORMATION SYSTEMS

Structure

In 2004, an Intergovernmental Agreement (IGA) was signed by Coconino County, the Cities of Flagstaff and Williams, Northern Arizona University, and the Jail District in which the Sheriff’s Office is contracted to provide network and computer systems services to the Flagstaff Police Department, Williams Police Department, Northern Arizona University Police Department, and the Jail District. These agencies share the same database and data management system, and it was determined that the most efficient method of supporting the system was to have one team responsible for network and software support. This helps ensure integrity of the network and software (however, each agency maintains responsibility for data integrity). Through this agreement, the Sheriff’s Office Information Systems Team supports approximately 500 users.

The Information Systems Team is comprised of nine positions: one Network Systems Manager / Division Manager, one Communications Manager, one Computer Aided Dispatch Systems Specialist, one GIS / Map Systems Specialist, one Records Management System Specialist, one Jail Management Systems Specialist, one Firehouse Database Systems Specialist, and three Technical Specialists.

The Information Systems Team provides technical assistance in the areas of network systems, communication (radio and telephone) systems, application services, desktop services, information storage, automated information processing, and statistical reporting. They are responsible for managing,

maintaining, and upgrading the Intergraph Public Safety system which includes Computer Automated Dispatch (CAD), the Records Management System, and the Jail Management System which are shared by the agencies listed in the above mentioned Intergovernmental Agreement. Staff also works with clients of Dispatch to assist with electronic sharing of information from CAD. The Sheriff's Office meets regularly with its database partners to discuss user and database needs, issues, and solutions.

Network Systems

Our current systems are based on the widely available commercial applications such as Unix or Windows. As such, the majority of our business applications are designed to run on these types of servers. The mainframe applications are custom built or highly customized commercial products. It is anticipated that the mainframe IBM AS/400 will be phased out when replacement applications are acquired and the archived data is no longer required.

The County has adopted selected communications industry standards and compliance with these adopted standards is required for any device or system to be connected to the County's Data Communications Network. These standards have stabilized the network and improved up time. This also enables products from multiple vendors to effectively communicate with each other.

The law enforcement facility is connected to the primary county network location using microwave and leased fiber optic lines. Remote access to network resources is available via dial-up or over the Internet. Connections to Page, Williams, Northern Arizona University, the Grand Canyon and the Arizona Department of Public Safety use microwave, leased lines, or dial-up.

Our desktop software is Microsoft-centric. Other standard software includes Adobe Acrobat Reader, programs for mainframe access such as IBM Client Access, virus protection and Internet Explorer. Special use desktop software products meet specific business needs and are found throughout the facility. Many of our applications also rely on Geographic Information Systems (GIS) for our mapping applications, including CAD, Mobile Data Computers and Records. Applications using web browser-based technologies are under review for future use to improve service through electronic access.

Most of our telephones are equipped with the Avaya Voice Mail system. The County Information Technology Department is developing a comprehensive plan to evolve to a county-wide Voice Over Internet Protocol (VOIP) telephony structure. Voice network is provided via leased lines from Qwest.

The facility utilizes several separate voice radio systems that support law enforcement and other public safety operations. Equipment for these systems are located at over 25 sites throughout the County linked together by microwave or leased lines. A digital, 800 MHz trunked radio system allows for increased system capacity and functionality, and for interoperability between various agencies.

A Court Video system which works on a fiber network and microwave network for backup is used at the courts for arraignment of detainees located at the Flagstaff Detention Facility.

Security

The Sheriff's Office facility's security policies, standards, and services support the business strategy and ensure that all assets, including data, are protected. This ensures the confidentiality, integrity and availability of data. Employees are granted the access necessary to perform job functions and all access must be explicitly granted, as opposed to employees having complete access unless specific access is denied. Changes in access are reviewed when an employee's duties change.

Recent Technology Accomplishments

- Document Imaging System - Document storage and retrieval system to improve storage and dissemination of data and information.
- Web Access (e.g., RAIDS Online, CrimeReports.com, CCSO Intranet) - Public or employees access information and reports through the Internet and Intranet.
- E-Citation (for Flagstaff Police Department) - Software and hardware to issue citations electronically, scan fingerprints, drivers license information, and other information from field units. This information flows through the Intergraph Public Safety system to the Arizona Courts Aztec and Arizona Motor Vehicle computerized systems completing the loop of citation information transfer.
- Mobile Data Computers - MDC's for Sheriff's Office field units will allow them to access information, send messages, conduct follow up and type reports in the field. Flagstaff Police Department previously implemented MDC's.
- Improved Radio Coverage - Co-locate site with Department of Public Safety at Juniper Mountain to reliability in western portion of County. Co-locate with Grand Canyon National Park site at Desert View to improve radio reliability in central portion of County.
- Phone Switch Upgrade - Upgrade the Avaya phone switch to technology with VOIP capability.

Ongoing Technology Projects

- Criminal Justice Integration Project to share data: citation information to courts, booking information to County Attorney, and initial appearance information to courts. Improve data integrity on person names, case numbers and disposition information
- Software Upgrades for Records Management System, Jail Management System, Computer Aided Dispatch System
- GIS Mapping Updates - Migrate to GeoMedia Software and utilize Arc View for map based data manipulation.
- Replace Outdated Equipment
- Radio Communications Technology through build out of tower sites, additional repeaters, trunk systems, and mobile repeaters.
- Interoperability through transmitters for MDC build out, tower site co-location, and expanded microwave system.

Criminal Justice Integration

The Information Systems Team is instrumental in the Criminal Justice Integration project which has been funded by the City of Flagstaff, Coconino County, the National Criminal History Improvement Project, Homeland Security grants, and Arizona Criminal Justice Commission grants. The scope of the project is to efficiently and effectively share data not only among law enforcement agencies, but also with other criminal justice agencies such as the courts and probation. This project has been recognized both locally and statewide as a model for the integration of criminal justice data.

COMMUNICATIONS SYSTEMS

Communications Systems is responsible for the phones, cell phones, pagers, and radio systems of the Sheriff's Office and Detention Facility. This section of Information Systems also provides phone systems services for the Flagstaff Police Department, Adult Probation/Pre-Trial Services, and Juvenile Detention. The Communications section supports approximately 500 land-line phones, 90 cell phones, 200 portable radios, 130 mobile radios. The Communications Manager also is responsible for communications as they pertain to the Emergency Operations Center (EOC) at the Flagstaff Police/Coconino County Sheriff Law Enforcement Administration Facility (LEAF).

Our Communications Manager also works with other agencies to research and implement enhanced forms of phone and radio technology and to improve interagency communications. Our agency continues to move forward in developing protocols and technological solutions to provide seamless communication among emergency responders, both locally and statewide. The Sheriff's Office has been an active participant in the Public Safety Communications Commission (PSCC), Arizona Interagency Radio System (AIRS) build out project.

Communication Structure

The telephone services provided to the Law Enforcement Administration Facility (LEAF) campus include coordination with vendors including Qwest, Goserco, ATT, and AVAYA for daily telephone services, 911 services, long distance services, and equipment contract services. Additional services coordinated by the Communications Manager include cabling, wiring, maintaining, programming, replacing, and changing telephone hardware.

The Communications Manager is responsible for the Sheriff's wireless radio system which is made up of: a VHF radio system with 15 mountain top repeater sites (two additional sites under construction); two local area building repeater sites (Fredonia and Flagstaff Detention); three local area building base stations (Page, Williams, and Flagstaff); and three radio links connecting Flagstaff to Page, Flagstaff to Williams, and LEAF to Mt. Elden. Radio communication partners and networks include Coconino County Search and Rescue, Coconino County Health Services (Animal Control), Adult Probation/Pre-Trial Services, US Forest Service, and US Park Service.

Per Federal Communications Commission (FCC) requirements, our agency has been in the process of changing our radio systems from wide to narrow band operation. The goal is to complete this by January 1, 2013. We also are complying with state recommendations that all radio equipment purchases are P-25 capable to enhance interoperability among public safety agencies.

Recent Communications Accomplishments

- Installed satellite system in the Incident Command Trailer to provide internet accessibility during operations (funded through Homeland Security)
- Upgraded mobile radios to narrowband and P-25 compliance (partially funded through Justice Assistance Grant)
- Cabled and wired Search and Rescue building for current operation and future build out
- Established dual control of two radio sites for Arizona Interoperable Radio System (AIRS) – one site with Yavapai County and one site with Navajo County – to enhance interoperability (supported by the State Interoperable Executive Committee SIEC and partially funded by Northern Arizona Metro/RICO)
- Replaced AIRS antenna on Mt. Elden

FACILITIES (MAINTENANCE & CUSTODIAL)

One of the major goals of Facilities is ensuring a safe, secure, and clean environment for employees as well as visitors. Facilities Management provides primary management, repairs, replacement, custodial and support to the Law Enforcement Administrative Facility (LEAF), the Flagstaff Detention Facility, the Sheriff's Page Substation and Detention Facility, and the Flagstaff Search and Rescue Facility. Services also are provided to the Sheriff's Williams Substation and Flagstaff Probation Pre-Trial Services.

The Facilities Manager is in charge of the Maintenance and Custodial Teams. The Maintenance Team consists of one Detention Maintenance Supervisor and three Detention Maintenance Technicians. These positions are unique in the County because of the specialized, technical work required within the Detention Facility. The Custodial Team consists of one Lead Custodian and four Custodians.

Examples of Services

- Conduct internal and external facilities inspections and repairs
- Monitor Energy Management System for air quality
- Implement energy savings measures such as improving insulation, installing energy savings light fixtures, and providing recycling
- Manage maintenance contracts and warranties related to facilities
- Ensure life-safety drills are conducted
- Provide appropriate reports and inspections for ADEQ, OSHA, fire safety
- Act as System Administrators for security systems (e.g., building access, video monitoring, and jail door systems)
- Coordinate with Inmate Work Crew for select maintenance needs
- Serve a Project Managers for construction and renovations at the facility

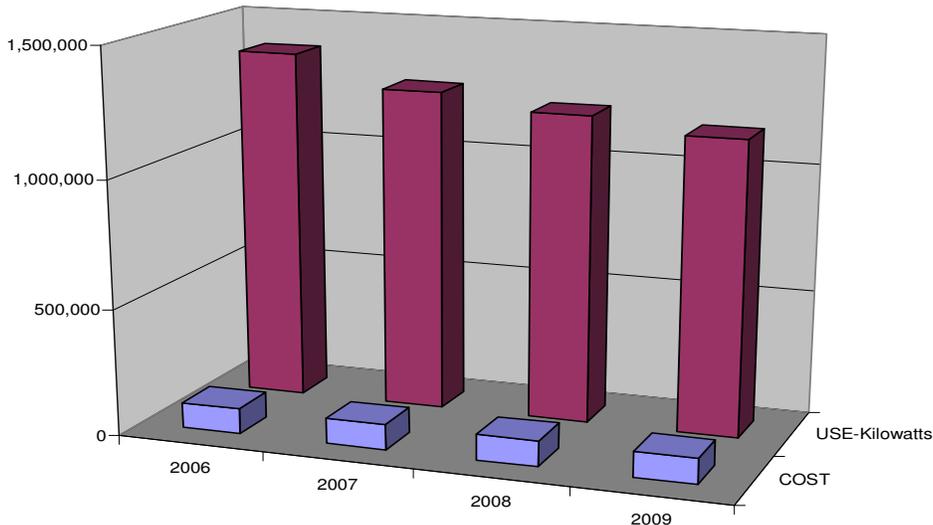
Recent Facilities Accomplishments

- Upgraded video camera in detention housing units
- Upgraded jail doors control system with newer technology
- Replaced Sally port doors
- Initiated electronics recycling program and composting program
- Installed motion sensor lights

Energy Savings

In part due to the energy savings steps taken by our Facilities Team and in part due to the commitment of our employees to reduce energy usage, our facility has seen a decrease in energy use over the last several years.

LEAF Electricity 2006-2009 Annual USE/COST



	2006	2007	2008	2009
■ COST	\$101,440	\$99,681	\$100,286	\$99,547
■ USE-Kilowatts	1,383,053	1,266,240	1,210,080	1,157,920

Figure 53. Reduction of Electricity Usage at the Law Enforcement Administrative Facility. Despite increases in overall energy charges, we realized a cost savings of almost 2%. Natural gas usage also has been reduced by 22% from 2006-2010. Data and analyses supplied by Facilities Manager.

ADMINISTRATIVE PERSONNEL

There are several levels of administrative personnel ranging from administrative specialists to managers. Administrative personnel: answer phones and direct calls; greet and assist lobby customers; maintain meeting agendas and notes; compose correspondence and edit documents; maintain and manage records systems; manage office supplies; maintain agency manuals, documents, and memos; sort mail; submit billings and receive payments; maintain calendars and schedule events; make travel and meeting arrangements; create fliers, brochures, certificates and presentations; transcribe dictations; process civil documents; conduct criminal history backgrounds; enter and analyze data; prepare monthly and annual internal and external reports; research, write and manage grants; research and maintain data integrity; assist with resource management and logistics during emergency events; manage web pages; assist with media relations and releases; participate on internal and external committees and boards; and administer special programs and projects.

HUMAN RESOURCES

The Human Resources Manager provides assistance with recruitment, employee relations, benefits, training, risk management, and other human resource administration needs for the approximately 260 employees of the Sheriff's Office. Our Human Resources Manager interacts closely with the County Human Resources Department. See also the Personnel section of this report for information on employee demographics.



Photo 9. Recruitment Outreach at a Job Fair.

RECORDS SERVICES

During the co-location of the Flagstaff Police Department and the Coconino County Sheriff's Office, the agencies entered into an Intergovernmental Agreements to share certain services, and bill each other accordingly. In this agreement, the Coconino County Sheriff's Office and Detention Facility contract with the Flagstaff Police Department for Records Services. Requests for copies of reports or other records information should be directed to the Flagstaff Police Department at 911 E. Sawmill Road, Flagstaff, AZ.

Both the Flagstaff Police Department and the Coconino County Sheriff's Office have implemented several electronic processes to provide improved services to our customers. One of these is electronic reporting in which all information is entered, approved, and stored electronically. This significantly reduces the amount of paper being processed and stored. Misdemeanor crime reports are available for purchase through a web based service called PoliceReports.us. In addition, both agencies upload crime and activity data to web based mapping services that are available to the public. The Sheriff's Office activities are uploaded to RAIDSONline.com and the Flagstaff Police Department activities are uploaded to CrimeReports.com.

Overview of Records Services

The main function of the Records Section is to provide customer service both internally to members of the Police Department, the Sheriff's Office and the Detention Facility, and externally to the general public and as well as to other City and County entities, including the city and county attorney's office, municipal, justice and superior courts, juvenile court services, and adult probation. Records personnel are responsible for the processing and filing of Sheriff's Office reports as well as jail reports and bookings for the Detention Facility. They are also responsible for all data entry, scanning and attaching of all documents to the original incident in the Records Management System and performing quality assurance for Flagstaff Police Department reports. A part of processing both city and county reports is to upload the report to a website that allows the customer to purchase the report electronically.

The Records Section provides several services. These include fingerprinting and background check services to city and county customers as well as receiving all public records requests come for police reports, dispatch tapes, photographs, or jail videos. During Fiscal Year 2010, Records processed a total of 29,099 reports, 12,405 jail bookings and disseminated 13,330 report requests to the public and 929 to insurance companies.

DISPATCH SERVICES

As part of the above mentioned intergovernmental agreement, the Coconino County Sheriff's Office and Detention Facility also contract with the Flagstaff Police Department for Dispatch Services. This regional dispatch center is the first point of contact with the public who are calling for police, fire and/or medical responses via both 911 and non-emergency phone calls in the greater Flagstaff and Coconino County areas. The center provides primary dispatch services for eight public safety agencies and Emergency Medical Dispatch (EMD) instructions until a first medical responder is on scene.

Because the Flagstaff Police Department and the Coconino County Sheriff's Office share the same Intergraph Public Safety databases for Computer Aided Dispatch and the Records Management System, we are able to report many of the dispatch related statistics pertinent to the Sheriff's Office (see the Patrol section of this report). Requests for other dispatch information should be directed to the Flagstaff Police Department at 911 E. Sawmill Road, Flagstaff, AZ.

Recent projects include the upgrading of the 911 phone system as a step to receiving enhanced wireless 911 and adding mapping capabilities for dispatching units. The County GIS Department has also partnered with public safety in a county wide re-addressing project to improve Enhanced 911 capabilities.

Community Programs

The Community Programs Planner is assigned to assist the Sheriff's Office with media and public relations, manage the Coconino County Community Emergency Response Teams (CERT), and co-manage the Northern Arizona Law Enforcement Citizens Academy with the Flagstaff Police Department. The Planner also manages our Patrol Volunteer and Reserve Deputy programs.

Each year our agency distributes on the order of 125 media releases. These include reports on major incidents such as arrests, burglaries, and accidents; holiday summaries; search and rescue events; missing person fliers; upcoming community trainings; and public safety reminders / bulletins. We also post all of this information on our website <http://www.coconino.az.gov/sheriff.aspx?id=395>.

Our mission and strategic plan emphasize the importance of community partnerships. Below is a description of some of these partnerships. In 2010, our Community Programs received a \$5,000 grant from the Odd Fellows for the equipment that allows us to better reach out to our community members with hearing impairments.

CITIZENS ACADEMY

The Coconino County Sheriff's Office continues to partner with the Flagstaff Police Department and the Arizona Department of Public Safety to sponsor the Northern Arizona Law Enforcement Citizens Academy. The program (13 classes) is intended to create a partnership of trust and shared responsibility between law abiding community members and law enforcement. The Academy combines classroom presentations with field trips for a truly unique experience. Examples of topics covered include: investigations of felony crimes; field trip to the Arizona Department of Public Safety Crime Laboratory; presentation on narcotics enforcement; presentation on DUI awareness, enforcement and prevention; field trip to the Coconino County Medical Examiner's Office for a presentation on death investigations; presentation on the organization and functions of detention and correctional facilities, including field trips to a county jail and a state prison; presentation and demonstration of techniques used by Coconino County Sheriff's Search and Rescue; and hands-on firearm safety demonstration.

Academies are held each spring and fall. Approximately 50 citizens complete the program each year. Since its inception, we estimate over 1,300 Northern Arizona community members have completed this academy. For information on the next scheduled Citizens Academy, contact the Flagstaff Police Department Community Relations Division at (928) 556-2300.



Photo 10. Citizens Academy Class Members Visit DPS Crime Lab. Class Members learn about modern techniques used crime scene investigations.

VOLUNTEER PROGRAMS

Volunteering with the Sheriff's Office is a great way to serve the community. The Sheriff's Office Volunteer Program began in the early 1990's. Since that time, volunteers have worked in administration, records, detention, and patrol. One of our goals is to expand our volunteer programs.

There are many opportunities to volunteer. Volunteer Programs for Search and Rescue and the Mounted Unit were discussed previously in this report under the Patrol Division. Volunteer Programs for Detention were discussed previously in this report under the Detention Facility section (see also the Appendix). The Cold Case Squad was discussed previously in this report under Criminal Investigations. Other volunteer opportunities at the Sheriff's Office are as a Reserve Deputy, which requires current Arizona Peace Officer Standards and Training board certification, or as a Patrol Volunteer, who is a civilian who assists in community policing efforts.

Each month our patrol volunteers contribute nearly 200 hours of time. Much of this is for patrols of neighborhoods where they keep a watchful eye for any suspicious activity. They also conduct nearly 450 property checks each month. These property checks are a service we provide to homeowners in the county who may be away from their residence for a period of time and request a close patrol.



Photo 11. Patrol Volunteer Greg Ribas assists with security for a Presidential visit to the Grand Canyon.

NEIGHBORHOOD WATCH / COMMUNITY MEETINGS

Neighborhood Block Watches can significantly help reduce crime and fear of crime through community policing, available crime-prevention services, and neighborhood/residential education. Neighbors are encouraged to know their neighbors and communicate with them. Neighbors are encouraged to assist one another particularly in times of need.

While the original focus and ongoing success of Neighborhood Watch is to help prevent and reduce residential burglaries and break-ins, it also is of value in identifying problems and assisting with solutions for factors that adversely affect community quality of life. Some of these factors may include chronic speeding, flawed road design or signage, local drug houses, gang activity and a wide variety of other

topics. Community Deputies and the Community Programs Planner serve as facilitators for the program and invite other county agencies and departments to participate.

Each community helps identify opportunities for improving the quality of life of their residents. Two of the largest and most active Neighborhood Watch Groups are the Doney Park group in which 40-45 residents meet monthly and the Munds Park group in which 55-60 residents meet quarterly. Monthly, quarterly, and seasonal community meetings are held in several other residential areas as well. Len Friedlund, a patrol volunteer and CERT members of the Munds Park community, contacted over 3,000 residents in his area to develop an emergency responder book with maps and contact information. The book has been very helpful to both law enforcement and fire responders in the area. The Doney Park community has adopted highway and roads in their area for regular clean-up days.

COMMUNITY EMERGENCY RESPONSE TEAMS (CERT)

To date, the Sheriff's Office has trained over 150 CERT members throughout Coconino County. CERT Teams are located in the communities of Pinewood, Forests Lakes, Parks, Tuba City, and Leupp to name a few. In 2010, CERT classes were held in the communities of Tonalea, Page, and Sherwood Forest. Teams also have been trained for the Flagstaff Sunnyside neighborhood, the Coconino Rural Environment Corps (CREC), and other local organizations.

Community Emergency Response Teams (CERT) are a part of the federal government's Citizen Corps program. The goal of CERT is to have citizens participate in making their communities better prepared for dealing with different types of disasters. People who go through CERT training have a better understanding of the potential threats to their home, workplace and community and can take the right steps to lessen the effects of these hazards on themselves, their homes or workplace. In addition to helping individuals become better prepared in the event of a disaster, CERT members receive training on providing support to family, neighbors, or co-workers in the event of a large disaster which may temporarily overwhelm emergency responders.



The Sheriff's Office partners with Coconino County Emergency Management and other agencies to sponsor Community Emergency Response Teams (CERT) classes. Class sizes are usually 15-25 people. CERT trainings are usually held on evenings over an eight week period or over several weekends. The total program is about 20 hours long. Many CERT alumni meet monthly or semi-annually for continuing education training.

Photo 12. Governor Brewer Visits with Coconino CERT Members who assisted with the Message Center phone lines during the 2010 Schultz Fire.

Their outreach to people in Coconino County extends well beyond their own communities. Each month CERT members donate over 400 hours to community programs, emergency events and training. During the 2010 Winter Storm, they answered nearly 500 phone calls in the Information Call Center. During the 2010 Hardy and Schultz Fires, they answered nearly 4,000 phone calls in the Information Call Center. In addition to manning these phone banks, they helped canvas neighborhoods for damage after the winter storms, provided security patrols for the fire affected areas, prepared sandbags for the flood victims, assisted with re-entry into neighborhoods after the fires, managed lost/found property booth after the 2010 Bellemont Tornado, assisted the Health District with oral rabies vaccine distributions, assisted with Off-Highway Vehicle Safety Information Centers during holiday weekends, assist with donations at the Northern Arizona Toy Drive, and managed safety/ education/emergency preparedness outreach booths at numerous fairs.

OTHER COMMUNITY PARTNERSHIPS

Members of our agency serve on numerous boards and committees related to public safety and quality of life issues in our community. It is impossible to list all of these partnerships, but a sampling of these includes: the Coconino County Local Emergency Planning Committee, Ponderosa Fire Advisory Council, Metro Board, Northern Arizona Law Enforcement Toy Drive, Law Enforcement Torch Run for Special Olympics, Coconino County Criminal Justice Coordinating Council and its subcommittees, Citizens Against Substance Abuse, and Victim Witness, to name a few.

Appendix

Coconino County Sheriff's Office

Detention Services

Report to the Supervisors



Fiscal Year 2009

James Bret, Program Coordinator

Detention Services Programs Overview

The Detention Services programs are a vital component of the Coconino County Detention Facility. The various programs provide inmates with opportunities for personal and spiritual growth with the goal of reducing recidivism. The programs and services rely on the program facilitators, almost all of whom are volunteers.

Program Revisions

The Detention Services Programs Office is continually in the process of improvement. Maintaining a close working relationship with the housing lieutenant, sergeants, officers, and detention support specialists, improvement and adjustments have been made in the following areas:

- Clergy booth visitation has expanded
- Quarterly facilitator training
- Current weekly programs schedule available on jail share
- Sewing program blanket and notions giveaway
- Improved program procedures and reporting
- Chaplain's pastoral visitation increased
- Updated facilitator handbook
- Religious facilitator questionnaires and guidelines

Detention Staff

The new program coordinator has established a solid working relationship with detention staff, which includes support specialists, officers, the housing lieutenant, and housing sergeants. There is regular communication between the programs office and detention staff via E-mail updates to the lieutenant and detention sergeants; presentations and updates given at monthly sergeants' meetings; and announcements at jail briefings. Program schedules are available for all tower and lobby staff, officers and housing sergeants on jail share on any available network computer. This has helped programs run more smoothly, as the staffs are aware of programs scheduled during their shift and are more prepared for the facilitators when they arrive. Through the collaboration with housing staff, these program revisions have resulted in improved program services.

Clergy Booth Visitation

In response to CCDF housing staff recommendations, clergy booth visitation is scheduled during the mornings and some afternoons or evenings due to the schedules of inmates and Clergy availability.

Facilitator Training

The programs office now schedules trainings on a quarterly basis at a minimum and more often when a large number of applicants have been processed. Each session includes the agenda, sign-in sheet, slide presentation, a jail tour, and question and answer session. The training session has been changed so participants spend much of the session learning the check-in process, their way into jail pods and program rooms, and especially becoming familiar with safety and security expectations. The housing sergeants continue to assist with the jail tour, providing pertinent information and insight to the new facilitators.

Program Schedules

The program schedules for the current week and the following two to three weeks are posted on the CCDF jail share programs file. The schedules can be accessed by all housing staff. Housing sergeants are able to add special contact or booth visits to the programs listed by the program coordinator. Lobby staffs are able to access the most current schedule via the jail share to clarify any booth, contact or professional visit, and volunteer facilitator programs or programs room's questions.

Blanket and Notions Giveaway

At the end of July we again had a dozen non-profit organizations invited to a Christmas in summer give away from the Inmate Sewing Program. All of the groups went away with dozens of blankets, pillows, pot holders and hand bags to be given to the clients there programs serve in our community.

Contracted Chaplain

Besides answering Inmate Requests, pastoral visitations and passing out Bibles, religious books and magazines. The chaplain is on call and available for emergencies such as notification or grief counseling when there is a death in an inmate's immediate family. The chaplain has been able to increase both the number and time spent with individuals requesting pastoral visitation and counseling.

Updated Facilitator Handbook

The Facilitator Handbook is constantly being updated as officers, facilitators and information from other facilities is shared and brought to the Program Coordinators attention.

Religious Facilitator Updates

All religious programs facilitators were again sent a form asking them to update their information with regards to affiliation, Religious leader, credentials and any new training and certifications they have received and potential adjustments to their program.

Programs Offered

The following programs and services are offered in the six detention program categories:

Religious

Religious programs are offered to inmates in three formats: pod sessions, booth sessions, and individual counseling sessions. Religious program offerings:

- Bible Study Pod Sessions
- Bible Study Booth Sessions
- Pastoral Counseling
- Catholic Communion Service (confession upon request)
- Episcopalian Worship/Communion Services
- Evangelical Communion Services
- Youth With a Mission Worship Service
- Religious literature distribution once a week
- Native Mourning---this is a grief share program
- Special religious programs: Ash Wednesday service, Stations of the Cross, distribution of palms and Palm Sunday scripture, Christmas caroling, candy canes on Christmas day, religious movies

Substance Abuse Recovery

- Alcoholics Anonymous (male and female sessions)
- Narcotics Anonymous (male sessions)
- Step study sessions (male and female)
- Cocaine Anonymous
- Crystal Meth Anonymous
- Exodus Men and Women (in-facility treatment program)

Education

- Juvenile school program
- Job skills course (men and women)
- Anger Management
- Parenting Skills (scheduled as special workshop sessions).

Native American

- Talking Circle
- Native Mourning

Work

- Sewing program offered to inmates in C400 with limited participation
- Trustee work program
- Inmate furlough program

Recreation

- Basketball for juveniles

Current Facilitators

The programs office audited the current facilitator files and program schedule in order to develop a current list of active facilitators. Currently, the programs office has a total of 97* trained facilitators.

The following chart shows the types of programs offered, the number of weekly sessions offered to inmates, and the number of facilitators for the program:

Program Title:	Number of Weekly Pod Sessions:	Number of Facilitators:
Bible Study	13	24
Pastoral Counseling	8	5
Worship Services, Communion Services	8	8
Native Mourning	1	1
Movies for juveniles	1	1
Religious Literature Cart	1	1
Alcoholics Anonymous (Males)	5	25
Alcoholics Anonymous (Females)	5	21
Cocaine and Crystal Meth Anonymous	3	7
AA Step Study	2	9
Grief Share	1	1
CODA	1	2
Narcotics Anonymous	1	2
Juvenile Bible Study	1	1
Talking Circle	4 every other week 2	1 2
Sewing program	5	2
Juvenile education classroom	5	1
Job Skills (men and women)	Twice yearly for each	2
English Literacy	1	1
Parenting Skills	4	3
Yoga	1	1
Anger Management	Twice Yearly	3

* Some facilitators due multiple programs.

New Facilitators

Training sessions were conducted on the following dates with the indicated number of participants:

Training Date:	Number of Participants:
September 9, 2008	16
January 27, 2009	9
March, 2009	Data not available
June 2, 2009	14

New Programs, Opportunities, and Collaborations

The Detention Services Programs Office is fortunate to have several community organizations and individuals who have offered their services and have formed a partnership to provide additional needed services and programs for our inmates. The following is a brief outline of these opportunities.

Continuing Programs offered in FY '09:

- Job Skills Classes
- Native Mourning Grief Share
- Anger Management Classes
- English Literacy
- Just Faith (social justice program with the Catholic Church)
- Spanish bible study
- Art of Living/Stress Management
- Juvenile Bible Study

Collaborations have been initiated with the following organizations and programs.

- NAU Department of Criminal Justice
- Flagstaff City Library
- Coconino County Literacy Volunteers
- Coconino Community College Adult Literacy
- Coconino County Community Services
- CCSO Community Programs
- Men's / Women's AA
- Navajo Department of Behavioral Health Services

The Detention Services Programs Office is continually in the process of planning, implementing, and improving. It is hoped that schedule adjustments and program revisions have a positive impact on the inmates and in the process help to reduce recidivism and increase the successful re-entry of inmates into the community.

Coconino County Sheriff's Office
Detention Services
Report to the Supervisors



Fiscal Year 2010
James Bret, Program Coordinator

Detention Services Programs Overview

The Detention Services programs are a vital component of the Coconino County Detention Facility. The various programs provide inmates with opportunities for personal and spiritual growth with the goal of reducing recidivism. The programs and services rely on the program facilitators, almost all of whom are volunteers.

Program Revisions

The Detention Services Programs Office is continually in the process of improvement. Maintaining a close working relationship with the housing lieutenant, sergeants, officers, and detention support specialists, improvement and adjustments have been made in the following areas:

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Clergy Booth Visitation

In response to CCDF housing staff recommendations, clergy booth visitation is scheduled during the mornings and some afternoons or evenings due to the schedules of inmates and Clergy availability.

Facilitator Training

The programs office now schedules trainings on a quarterly basis at a minimum and more often when a large number of applicants have been processed. Each session includes the agenda, sign-in sheet, slide presentation, a jail tour, and question and answer session. The training session has been changed so participants spend much of the session learning the check-in process, their way into jail pods and program rooms, and especially becoming familiar with safety and security expectations. The Lieutenants, Sergeants and other Detention Officers continue to assist with the jail tour, providing pertinent information and insight to the new facilitators.

Program Schedules

The program schedules for the current week and the following two to three weeks are posted on the CCDF jail share programs file. The schedules can be accessed by all housing staff. Housing sergeants are able to add special contact or booth visits to the programs listed by the program coordinator. Lobby staffs are able to access the most current schedule via the jail share to clarify any booth, contact or professional visit, and volunteer facilitator programs or programs room's questions.

Blanket and Notions Giveaway

At the end of July we again had a dozen non-profit organizations invited to a Christmas in summer give away from the Inmate Sewing Program. All of the groups went away with dozens of blankets, pillows, pot holders and hand bags to be given to the clients there programs serve in our community. Around Thanksgiving time many groups also receive all these items and Christmas stockings.

Contracted Chaplain

Besides answering Inmate Requests, pastoral visitations and passing out Bibles, religious books and magazines. The chaplain is on call and available for emergencies such as notification or grief counseling when there is a death or major catastrophic event in an inmates immediate family. The chaplain has been able to increase both the number and time spent with individuals requesting pastoral visitation and counseling.

Updated Facilitator Handbook

The Facilitator Handbook is constantly being updated as officers, facilitators and information from other facilities is shared and brought to the Program Coordinators attention.

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The following programs and services are offered in the six detention program categories:

Religious

Religious programs are offered to inmates in three formats: pod sessions, booth sessions, and individual counseling sessions. Religious program offerings:

- Bible Study Pod Sessions
- Pastoral Counseling
- Catholic Communion Service (confession upon request)
- Episcopalian Worship/Communion Services
- Evangelical Communion Services
- Youth With a Mission Worship Service
- Religious literature distribution once a week
- Special religious programs: Ash Wednesday service, Stations of the Cross, distribution of palms and Palm Sunday scripture, Christmas caroling, candy canes on Christmas day, religious movies

Substance Abuse Recovery

- Alcoholics Anonymous (male and female sessions)
- Narcotics Anonymous (male sessions)
- Step study sessions (male and female)
- Cocaine Anonymous
- Crystal Meth Anonymous
- Exodus Men and Women (in-facility treatment program)

Education

- Juvenile school program
- CCC Job Skills/Workplace Readiness classes rotated through all four pods
- Personal Finance classes
- Anger Management classes
- Parenting Skills (scheduled as special workshop sessions).

Native American

- Talking Circle

Work

- Sewing program offered to inmates in C400, M-F 0800-1200
- Trustee work program
- Inmate furlough program

Recreation

- Basketball for juveniles

Current Facilitators

The programs office audited the current facilitator files and program schedule in order to develop a current list of active facilitators. Currently, the programs office has a total of 155* trained facilitators, with 10 more in the process.

The following chart shows the types of programs offered, the number of weekly sessions offered to inmates, and the number of facilitators for the program:

Program Title:	Number of Weekly Pod Sessions:	Number of Facilitators:
Bible Study	13	32
Pastoral Counseling/Visits	9	3
Worship Services, Communion Services	15	21
Movies for juveniles	1	1
Religious Literature Cart	1	1
Alcoholics Anonymous (Males)	9	32
Alcoholics Anonymous (Females)	5	25
Cocaine and Crystal Meth Anonymous	2	6
AA Step Study	2	6
CODA	1	2
Narcotics Anonymous	1	2
Juvenile Bible Study	1	1
Talking Circle	4 every other week 2	1 2
Sewing program	5	1
Juvenile education classroom	5	1
Job Skills/Workplace Readiness thru IGA with CCC	3 times a yr for each Pod 4	1
Parenting Skills	4	4
DV and SA Classes	3	4
STD, Communicable Diseases	2	2
Creative Righting	1	1
Personal Finance	1	1
Anger Management	Inactive at present	0

* Some facilitators due multiple programs.

New Facilitators

Training sessions were conducted on the following dates with the indicated number of participants:

Training Date:	Number of Participants:
July, 2009	21
October, 2009	19
January, 2010	24
April, 2010	22

New Programs, Opportunities, and Collaborations

The Detention Services Programs Office is fortunate to have several community organizations and individuals who have offered their services and have formed a partnership to provide additional needed services and programs for our inmates. The following is a brief outline of these opportunities.

Continuing Programs offered in FY '10:

- Job Skills Classes
- Job Skills/Workplace Readiness
- Anger Management Classes
- Personal Finance Classes
- Juvenile Bible Study
- Parenting Classes
- Domestic Violence/Sexual Abuse
- STD Education

Collaborations have been initiated with the following organizations and programs.

- NAU Department of Criminal Justice
- Flagstaff City Library
- Coconino Community College Development Center
- Literacy Volunteers of Coconino County
- CCASD
- Coconino County Community Services
- CCSO Community Programs
- Men's / Women's AA
- Navajo Department of Behavioral Health Services

The Detention Services Programs Office is continually in the process of planning, implementing, and improving. It is hoped that schedule adjustments and program additions and revisions have a positive impact on the inmates and in the process help to reduce recidivism and increase the successful re-entry of inmates into the community.