

**Coconino County Criminal Justice Coordinating Council  
Strategic Plan  
January 1, 2009 – December 31, 2010**

FOCUS AREA: <i>Collaboration, Cooperation and Communication</i>						
VISION: Criminal justice in Coconino County is carried out through a coordinated justice and law enforcement system in collaboration with the community to address the root causes of crime and provide appropriate responses to it.						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Board of Supervisors; Board of Directors for Jail District; City Councils to continue to invest in CJCC	CJCC Executive Committee	CJCC; Board of Supervisors; Board of Directors; Flagstaff City Council	Barriers: Money; perceived benefits Opportunities: Continued improvements in the criminal justice system; increased communication.	Medium General Fund	1-2	
1.2 Outreach to additional Municipalities (government criminal justice agencies)	CJCC Executive Committee	CJCC; Cities/Towns; Police Departments	Barriers: CJCC membership too large; lack of interest; distance; competing time constraints Opportunities: More diverse input; more rural representation	Low General Fund	1-2	
1.3 Conduct on-going media training for all CJ partners	CJCC Coordinator	City/County PIO's; NAU School of Communication; Media	Barriers: Time; Conflict sells Opportunities: Improved community information; improved media relations; improved collaboration among CJ partners.	Low General Funds	1-2	
1.4 Enhance communication of changes in individual departments that might impact CJCC system	CJCC Executive Committee	CJCC Coordinator; CJCC	Barriers: Time; information overload (detail); lack of global perspective; jurisdictional issues Opportunities: Improved communication; improved knowledge of departmental impacts of system-wide changes; reduction in duplication of efforts	Low General Fund	1	

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1.5 Improve the CJCC legislative update from membership and analyze the criminal justice impact by providing written legislative updates to the CJCC coordinator.(include legislative liaisons)	CJCC Executive Committee	CJCC Coordinator; Legislative liaisons; CJCC	Barriers: Time; information overload (detail); apathy; staff resources  Opportunities: Increased knowledge of legislative changes; introduce new legislation and knowledge of system-wide impacts of legislative changes.	Low  General Fund	1	
1.6 Semi annual preview and review of budgets, changes in FTE's (Dec/June)	CJCC Executive Committee	CJCC Coordinator; CJCC; Budget managers	Barriers: Time; information overload (detail); jurisdictional issues; new and yet to be defined  Opportunities: Improved communication; knowledge of requested budget additions; discussion on systemic impacts	Low  General Fund	1	

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FOCUS AREA: <i>Citizen Involvement and Education</i>						
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2.1 Develop a communication plan	CJCC Coordinator	CJCC Executive Committee; CJCC	Barriers: Time; participation  Opportunities: Improved communication by CJCC stakeholders; and improved communication to the community	LOW  General Fund	1	
2.2 Develop key messages for the communication plan	CJCC Coordinator	CJCC Sub-Committees	Barriers: Time  Opportunities: Improve communication to CJCC; criminal justice staff; and the public	Low  General Fund	1-2	
2.3 Fill the School District Representative on CJCC	CJCC Executive Committee	CJCC	Barriers: Lack of interest  Opportunities: Improved community involvement	LOW  General Fund	1	
2.4 Develop and distribute a crisis resource information pamphlet	CJCC Coordinator	United Way; Coalition for Children; Community Services	Barriers: Continuous updates; distribution  Opportunities: Improved information regarding resources; use existing service pamphlets	Low  General Fund	1-2	

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FOCUS AREA: <i>Mental Health, Substance Abuse and Domestic Violence (MSD)</i>						
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3.1 Expansion of Mental Health Court	Behavioral Health Subcommittee	Courts; Prosecution; NARBHA; TGC; Public Defender; Law Enforcement	Barriers: Funding (cost of medications); coordination of various departments/services/staff; lack of psychiatrists  Opportunities: Attorneys; improve quality of life; reduce recidivism; improve treatment of individuals	HIGH  General Fund; NARBHA	1-2	
3.2 Expand the number of participants in DUI/Drug Court	Drug Court Advisory Board	Drug Court Team	Barriers: Money; staffing resources  Opportunities: Increased services; improved quality of life and family	HIGH  Fill-the-gap/Grants	1	
3.3 Continue to strengthen a Crisis Intervention Team (CIT) program and training	Flagstaff Police Department	Behavioral Health Subcommittee; CJCC Coordinator; Az post; NARBHA; TGC; NAMI	Barriers: staff resources for training; lack of coordination; lack of 24hr crisis; limited support services; institutional attitudes  Opportunities: Recognized program by Azpost; positive feedback from law enforcement; better trained officers; timing is good	Low  General Fund	1	
3.4 Increase treatment options within Coconino County	Behavioral Health Subcommittee	CJCC Coordinator; Az post; NARBHA; TGC; NAMI; Flagstaff shelter services; jail	Barriers: Lack of service providers  Opportunities: Increased services; reduction of domestic violence; improved quality of life; crime reduction	High  Grants	1-2	
3.5 Explore evidence based practices related to domestic violence	Behavioral Health Subcommittee	CJCC; NAU; Victim Witness	Barriers: Time; resources  Opportunities: Focus limited resources on most effective practices	Low  Grants/General Fund	1	

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3.6 Develop a public information campaign to educate the community on system challenges and costs as it relates to Mental Health, Substance Abuse, and Domestic Violence	CJCC Coordinator	Behavioral Health Subcommittee	Barriers: Time: restricted information  Opportunities: Improve communication to the public; improve community support	Low  General Fund	2	
3.7 Expand Drug Court model within Limited Jurisdiction Courts	Judges; Court Administration	CJCC; Treatment providers; County Attorney; Indigent defense	Barriers: Money; time; lack of treatment providers  Opportunities: Improved treatment services; reduce recidivism; improve quality of life	High  General Fund  Court Enhancement Grants	1-2	

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FOCUS AREA: <i>Crime Prevention and Recidivism Reduction</i>						
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4.1 Increase Pre-Arrest Alternatives	System Performance Committee	Pre-Trial Services; Community Service Providers; City of Flagstaff; County; Police Department; Sheriff's Office; Courts	Barriers: Money; time; limited best practice research; institutional attitudes; resources; limited community service providers  Opportunities: CJCC collaboration; community support; reduction in criminal justice involvement	Medium-High  General Fund	2	
4.2 Increase Sentencing Alternatives	System Performance Committee	Courts; Defense Council; County Attorney; Pre-trial Services; Adult Probation	Barriers: Money; time; political will; lack of service providers; mandatory sentencing  Opportunities: Budgets constraints; reduce recidivism	Medium-High  General Fund/Grants	1-2	
4.3 Juvenile Transition Program	Juvenile Court	Juvenile Justice Committee; Schools; Weed and Seed; Chamber of Commerce; Big Brothers/Sisters	Barriers: Money; staff resources; ACCCHS eligibility  Opportunities: Treat youth and families; create positive family environment	High  General Fund/Title 19	1-2	
4.4 Promote Adult Mentoring Program	Juvenile Court	Juvenile Justice Committee; Chamber of Commerce; Big Brothers/Sisters; schools; United Way; Youthbuild	Barriers: Resources; time; finding adult mentors; screening potential mentors  Opportunities: Finding new partners; improving life skills; motivate youth	High  Grants (AOC Metro)	2	
4.5 Assess the needs of children of incarcerated parents and make recommendations to the CJCC.	Juvenile Justice Committee	Big Brothers/Sisters; Victim Witness; NACA; Schools; Adult Probation; Sheriff	Barriers: Not the direct mission of any one agency; no set protocols for services; money  Opportunities: Community interest; sub-committee already exists; state support	Low – Medium  General Fund	1-2	

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5.1 Expand use of warrant officer to other courts	Court Administration	Limited Jurisdiction Judges; Law Enforcement	Barriers: Jurisdictional issues  Opportunities: Flagstaff Municipal Court model available; decreased bookings	HIGH  General Fund; JCEF; Grant Funds	1-2	
5.2 Continue to expand the Criminal Justice Integration (CJI) project	CJI Committee	County IT; City Court	Barriers: Statewide case management system; time; money  Opportunities: Information sharing and integration by ACJC; develop statewide case management system; continued improvement of system wide communication	HIGH  General Fund; JCEF	1-2	
5.3 Implement a field e-citation program	Flagstaff Police Department	Municipal Court; CJI Committee	Barriers: Resistance to change; money; CJI project  Opportunities: Openness of Police Department; funding streams available; establish track record; speed and accuracy; reduced data entry	HIGH  General Fund	1	
5.4 Research alternatives within pre-trial release programs	Systems Performance Committee	Pre-Trial Services; CJCC coordinator; Law Enforcement; community service providers	Barriers: Time; legal requirements; lack of local research; jurisdictional issues  Opportunities: Pre-Trial services research center (provide technical assistance); expand and improve pre-trial services; improve appearance rate; efficient jail utilization; improve community safety	LOW  General Fund	1-2	
5.5 Continue the Arrest to Arraignment Ad Hoc Workgroup	CJCC Executive Committee	CJCC	Barriers: One more committee; broad subject/complicated subject  Opportunities: Providing criminal history, more informed decisions by judges; jail impact	HIGH  General Fund	1-2	

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5.6 Conduct a system wide study to analyze the interrelations of workload, expenditures, and practices among CJ partners	CJCC Systems Performance Committee	County and City	Barriers: Resistance; comparative consistencies; jurisdictional issues; time; funding; politics  Opportunities: To better understand interrelationships between CJ partners; university presence; cost effective decisions; timing; potential resources	Medium  General Fund	1-2	
5.7 Promote and support evidence based practices among CJ partners	CJCC Systems Performance Committee	CJCC	Barriers: Time; lack of best practices  Opportunities: Improved CJ decisions	Medium  General Funds	1-2	