

Coconino County

Criminal Justice Coordinating Council Assessment

February 8, 2021 – Draft Report



The Justice Management Institute

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Introduction

An assessment of the Coconino County Criminal Justice Coordinating Council (CJCC) was conducted, and the findings are summarized in this report as part of the technical assistance project provided by the Justice Management Institute (JMI). In the Fall of 2020, the Coconino County Manager's Office sought assistance from JMI to help strengthen the CJCC over a ten-month period.

The technical assistance being provided is designed to guide Coconino County through a consensus-driven process that helps reinvigorate and bolster the CJCC. The goal of the technical assistance project is to assist Coconino County in operating a high-functioning CJCC that produces beneficial outcomes for the justice system and county residents.

To reach that goal, one of the objectives of the technical assistance effort is to assess the CJCC to ensure it aligns with best practices with input and guidance from the CJCC members. The assessment outlined in this report explains the assessment process, criteria, and results of JMI's analysis. An integral part of the assessment has been to work closely with local stakeholders to better understand the history of the CJCC and its current structure in order to help identify improvements for the council and justice system that are achievable and sustainable.

JMI is widely recognized as national experts on CJCCs and our organization specializes in assisting coordinating councils achieve meaningful results whether new or established. JMI is a non-profit organization founded in 1993 and is based in Arlington, Virginia. JMI provides cutting edge research, education and training programs, and technical assistance in justice policy, planning, and operations. Our organization is known for innovative approaches and solutions for advancing knowledge and practice in the administration of justice. JMI's work is guided by three principles—Think, Inspire, Change.

In 2010, JMI created the National Network of Criminal Justice Coordinating Councils (NNCJCC) through funding from the Bureau of Justice Assistance and collaborations with partner organizations. The NNCJCC began with ten members, including Coconino County, and has since expanded to 30-member jurisdictions from around the country. Since its inception, the NNCJCC has provided a forum for CJCC leaders and staff to discuss common issues and opportunities for addressing them, facilitated a learning exchange among CJCCs on promising innovations and evidence-based policy and practice, and developed materials to aid CJCCs in their policymaking and assist non-member jurisdictions in developing effective CJCCs of their own.

As a result of coordinating the NNCJCC for more than a decade, JMI has acquired a significant amount of knowledge about CJCCs and has become a trusted source for assisting jurisdictions with their coordinating councils. JMI routinely provides assistance and guidance to the NNCJCC members and others who want to create or reform a coordinating council. As part of this work over the last decade, JMI has been actively developing a CJCC best practices model through facilitation of the NNCJCC and a recent study of CJCCs from across the country. It is this best practice model that was used to inform and guide the assessment outlined in the following report.

The Coconino County CJCC

The Coconino County CJCC was formally established by the Board of Supervisors in 2005 and has a history of bringing local leaders together to improve the operation of the justice system collaboratively. The CJCC was formed as a result of an increasing jail population and, according to its website, “the recognition that without a coordinated and collaborative effort the County Jail would continue to be the place of first resort for persons committing both major and minor criminal offenses.”



The CJCC’s membership is comprised of stakeholders from across the criminal justice system including county, municipal and state criminal justice agencies and departments as well as treatment providers and administrative departments. According to the most current bylaws, the 34 members/representatives of the CJCC include the following:

- Coconino County Superior Court Judges
- Coconino County Juvenile Court Judges
- Coconino County Justices of the Peace
- Judges of all Municipal Courts within Coconino County
- Court Administrators of all Courts within Coconino County
- Sheriff of Coconino County
- Coconino County Detention Center Commander
- Police Chiefs of all Police Departments within Coconino County
- Department of Public Safety Representative
- Coconino County Attorney
- City Attorney for all municipalities within Coconino County
- Coconino County Public Defender
- City Public Defender for all municipalities within Coconino County
- Coconino County Legal Defender
- Clerk of Courts for Coconino County
- Clerk of Courts for any municipalities within Coconino County
- Coconino County Board of Supervisors
- City Council Members from all municipalities within Coconino County
- Coconino County Manager
- City Manager for all municipalities within Coconino County
- Chief Probation Officer, Coconino County
- Chief Juvenile Probation Officer, Coconino County
- Chief Health and Medical Officer, Coconino County Health District
- Chief Information Officer, Coconino County
- Community Services Director, Coconino County
- Northern Arizona University Representative
- Coconino Community College Representative

- Coconino County Superintendent of Schools
- Representative from all School Districts within Coconino County
- Regional Behavioral Health Authority Representative
- Representatives from all medical, behavioral health, and substance abuse treatment facilities within Coconino County
- Representatives from all social service organizations within Coconino County
- Representatives from all tribal governments with territory adjoining Coconino County
- Public Members as selected by the CJCC Executive Committee

The CJCC has an Executive Committee on which the following 20 members serve:

- Chair: Presiding Superior Court Judge
- Vice Chair: Selected from the Executive Committee membership
- Presiding Judge, Coconino County Juvenile Court
- Sheriff of Coconino County
- Chief, Flagstaff Police Department
- City Manager, City of Flagstaff
- City Council Representative, City of Flagstaff
- Coconino County Manager
- Coconino County Board of Supervisors member, selected by Board of Supervisors
- Coconino County Attorney
- City of Flagstaff City Attorney
- Coconino County Public Defender
- Coconino County Legal Defender
- Chief Adult Probation Officer
- Coconino County Chief Juvenile Probation Officer
- Coconino County Superior Court Administrator
- City of Flagstaff Municipal Court Administrator
- Presiding Magistrate, City of Flagstaff
- Chief Health and Medical Officer, Coconino County
- Coconino County Community Services Director

According to the mission as stipulated in the bylaws, *the CJCC exists to promote the safety and welfare of all citizens of Coconino County, to reduce the number of future crimes and future victims, to promote the protection and healing of victims, to ensure the efficient and just treatment of offenders, and to work toward the prevention of crime and the reduction of recidivism.*

Despite its past success, the CJCC has stalled some in recent months and this situation has been exacerbated by the recent departure of the council's support staff. Issues such as these are common for CJCCs, in general, as momentum often ebbs and flows over time. To successfully sustain a CJCC, especially during lull periods, it is critical to routinely re-assess the direction of the council and, as a group, identify shared priorities for enhancing the criminal justice system.

CJCC Assessment

Assessment Framework

JMI developed a framework specifically for evaluating CJCCs. The framework was created to compare the operational structure of a coordinating council against the benchmarks of high-functioning CJCCs. It was developed based on information from national CJCC publications, JMI's national research on coordinating councils, and guidance from the National Network of Criminal Justice Coordinating Councils (NNCJCC).¹ This framework, which will soon be adopted by the National Institute of Corrections, was the tool used to evaluate the Coconino County CJCC.

Assessment Elements

The CJCC assessment tool consists of a dozen elements deemed as important attributes of high-functioning CJCCs. The elements, along with specific factors associated with each, are listed below:

1. **System Focused**- The CJCC seeks to coordinate the local criminal justice system as a whole (i.e., systemically) rather than isolating its focus on a core issue.
 - CJCC focuses on multiple issues across the criminal justice system and avoids having a single initiative
 - CJCC has multiple stakeholders and agencies cooperate on tasks and initiatives
 - CJCC responds to crises impacting the criminal justice system
 - CJCC has a mission and/or vision statement that reflects the systemic role of the council
 - CJCC has member-supported bylaws, updated regularly, that clearly states the mission/vision of the council
2. **Participation**- The necessary stakeholders attend the CJCC meetings and actively contribute to the discussions and work of the council.
 - CJCC members attend and participate in council meetings routinely; use of delegates is limited
 - CJCC members lead or serve on subcommittees and workgroups or allow qualified staff to serve in this capacity
 - CJCC members share resources to advance the council's initiatives
 - CJCC includes a manageable number of representatives from municipal, county, state justice agencies, and strategic community partners
 - CJCC has bylaws that list the membership of the council
3. **Leadership Structure**- The CJCC has established an effective leadership structure to facilitate meetings and champion the council's work.
 - CJCC has a designated chairperson, vice chairperson, or co-chairpersons

¹ The NNCJCC is an organization committed to developing and sustaining CJCCs and it consists of CJCC directors/coordinators and CJCC chairpersons.

- CJCC has a process in place to select a chairperson, vice chairperson, or co-chairpersons
 - CJCC chairperson, vice chairperson, or co-chairpersons focus on the best interest of the criminal justice system
 - CJCC chairperson, vice chairperson, or co-chairpersons keep the activities and initiatives of the CJCC and executive committee on track
 - CJCC has bylaws that clearly outline the leadership structure and the responsibilities of the chairperson, vice chairperson, or co-chairpersons
4. **Executive Committee-** The CJCC has an executive committee that directs the activities of the council and any subcommittees and workgroups.
- Executive committee identifies priorities for CJCC, subcommittees, and workgroups
 - Executive committee sets CJCC meeting agenda
 - Executive committee ensures the subcommittees and workgroups are making progress
 - Executive committee provides guidance to chairperson and/or chairpersons
 - CJCC has bylaws clearly identify the membership and duties of the executive committee
5. **Decision Making-** The CJCC reaches most decisions by consensus of its members.
- CJCC discusses matters productively and professionally to find common ground among members
 - CJCC voting is primarily for procedural matters and when required by the CJCC's legislative mandate (if applicable)
 - CJCC factors legal and constitutional obligations of individual members and their agencies into decision making
 - CJCC includes the perspective of underrepresented communities when making decisions
 - CJCC has bylaws that explicitly state the decision making and voting procedures
6. **Shared Responsibility-** The decisions and actions of the CJCC are supported by the members publicly; CJCC members are committed to sharing information with the council.
- CJCC members support decisions made by the council outside of the meetings
 - CJCC members recognize that the council operates independently from the position or agency they represent
 - CJCC members do not engage the media about the CJCC without prior discussion with the chairperson or chairpersons
 - Important decisions made by independently elected officials or agencies outside of the CJCC are shared with the council
 - CJCC regularly communicates its mission, priorities, and actions to provide transparency to the public and encourages members of the public to participate and serve on subcommittees
7. **Data Driven-** The CJCC generates and reviews quantitative and qualitative data to inform decision making.
- CJCC produces and monitors system data to track emerging trends in the criminal justice system
 - CJCC engages staff and/or research partners to conduct empirical studies
 - CJCC decisions are backed by quantitative and qualitative data

- CJCC produces data to track initiatives to ensure they are producing intended outcomes
8. **Best Practices-** The CJCC reviews research and explores models from other jurisdictions when developing policies and programs.
- CJCC considers valid and reliable information from professional literature and outside resources when making decisions
 - CJCC reviews state and national landscape to identify potential examples for policies and programs
 - CJCC adheres to risk-needs-responsivity principles
 - CJCC ensures race and ethnicity equity in new programs and policies
9. **Strategic Planning-** The CJCC produces a strategic plan that guides the work of the council, subcommittees, and workgroups and the plan produces desired outcomes.
- CJCC creates and/or updates a strategic plan annually or bi-annually
 - Strategic plan includes short-, medium-, and long-term initiatives
 - Strategic plan sets measurable outcomes that are tracked by the CJCC
 - Strategic plan includes strategies for funding and sustainability
10. **Structured Meetings-** The CJCC, executive committee, subcommittees and workgroups meet regularly and follow a set agenda.
- CJCC meets monthly or bimonthly and it is stipulated in the bylaws
 - CJCC has a set meeting time and day for each month of the year
 - CJCC meetings follow a prepared agenda and meeting minutes are kept
 - Subcommittees and workgroups meet as often as necessary to accomplish their assigned duties and responsibilities; meetings have an agenda
11. **Subcommittees and Workgroups-** The CJCC has established subcommittees and workgroups to develop and implement strategies and initiatives.
- CJCC assigns on-going work to new or existing subcommittees or workgroups
 - CJCC utilizes subcommittees to address complex, on-going issues
 - Subcommittees and workgroups report regularly to the CJCC and/or executive committee
 - Subcommittees and workgroup meetings are well-attended by representatives from germane justice and community agencies
12. **Support Staff-** The CJCC has dedicated support staff who help coordinate meeting and advance the council's strategies and initiatives.
- CJCC has a dedicated full or part-time employee, or employees, to assist with coordinating the CJCC, executive committee, subcommittees, and workgroups
 - CJCC staff have a job description with set duties and responsibilities
 - CJCC staff have a clear chain of command
 - CJCC staff focus on enhancing the overall operation of the criminal justice system
 - CJCC has bylaws that clearly indicate the roles, responsibilities, and chain of command of staff

Ratings Scale

In assessing a CJCC, JMI uses the following scale to gauge the council's level of compliance with the twelve elements noted above:

1. Fully compliant- The CJCC fully comports with the element's criteria
2. Mostly compliant- The CJCC comports with most of the element's criteria; the council deviates from the criteria but elements of criterion are mainly present
3. Somewhat compliant- The CJCC comports with some of the element's criteria; the element criteria are slightly present
4. Not compliant- CJCC does not comport with the element's criteria

Assessment Process

JMI took several steps in conducting the assessment of the Coconino County CJCC. First, existing historical information about the CJCC was reviewed. This included prior meeting agendas, meeting minutes, meeting materials, and the CJCC strategic plan. Second, JMI conducted more than twenty interviews of CJCC members. Each virtual or telephone interview lasted approximately one hour and was conducted with the promise of anonymity. Finally, JMI prepared and disseminated an online survey that was given to CJCC members. All of this information was gathered to produce the assessment's findings and recommendations.

Regarding the online survey, JMI requested that 29 CJCC members participate and responses were received from 14 individuals (48% response rate). Of the respondents, 93% reported being a CJCC member for more than a year and 79% identified as an Executive Committee member (21% identified as a full CJCC member). 74% of the respondents also indicated that they attended four or more meetings over the past year.

Assessment Findings

In this section, JMI will address each element as it pertains to the Coconino County CJCC. JMI assessed a rating for each element on key factors being present or not fully present based on information obtained from the interviews, online survey, and provided CJCC materials. Commentary is provided to support the rating assigned.

1) System Focused

Criterion Rating: *Mostly Compliant*

Factors Present	Diverse focus areas; appropriate mission statement and guiding principles; mission and guiding principles included in bylaws
Factors Not Fully Present	Crisis management; interagency collaboration

Survey Result	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 6 for being focused on systemic issues in the justice system. The scores ranged from 1 to 10.
Comments	<p>The CJCC has a history of addressing a variety of areas and appears to approach things systemically. Although the CJCC meetings cover diverse topics, quite a few members feel that the meetings lack continuity and, as a result, the council does not have a clear direction or sense of purpose. This gives the impression to some members that the CJCC is mostly about information sharing, rather than taking action or producing outcomes. On rare occasions, the council addresses crises in the criminal justice system and many members believe it could serve a greater purpose in this regard.</p> <p>Many of those interviewed also believed that the CJCC could be a forum for improved collaboration between Coconino County and the City of Flagstaff regarding the justice system. Both the county and city are facing similar issues and could benefit from stronger partnerships that minimize inefficiencies and maximize limited resources. Fortunately, most stakeholders share similar concerns and desire similar outcomes.</p> <p>The CJCC’s mission statement reflects the systemic nature of the council. In the survey, 86% of the members agreed that the current mission statement accurately depicts the purpose of the council. All respondents believed that the CJCC’s guiding principles reflected the values of the council correctly. Overall, the CJCC appears to adhere to the mission statement and guiding principles.</p>

2) Participation

Criterion Rating: *Mostly Compliant*

Factors Present	Inclusive membership, participation by key justice officials; willingness of CJCC partners to share resources; bylaws provide membership roster
Factors Not Fully Present	Full participation by members; participation by Native community; manageable membership roster
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 6 for having the necessary stakeholders attend the meetings. The scores ranged from 1 to 10.
Comments	<p>The council membership includes justice system officials, county and city leadership, strategic community partners, and the public. In total, the bylaws identify a minimum of 34 individuals who may serve on the CJCC due to the position they hold. The CJCC membership is potentially much larger because the bylaws allow groups of individuals to serve as members, such as all municipal court judges, all court administrators, all clerk of courts, etc.</p> <p>Although council meetings were never attended by all those designated as CJCC members, the CJCC appears to have consistent participation by the core justice system stakeholders. Use of delegates by these officials seems limited. Several membership positions, as defined by the council’s bylaws, are vacant and new members (or representatives) need to be identified.</p> <p>In the interviews, some felt that the CJCC membership was too large and became unmanageable in recent years. The survey reflected this finding as 36% of the respondents indicated that the current council has too many members. Still, a majority of the members (64%) believe the council has just the right number of members as currently configured.</p>

3) Leadership Structure

Criterion Rating: *Somewhat Compliant*

Factors Present	Designated chairperson; leadership promotes best interests of justice system
Factors Not Fully Present	Designated vice chairperson and process in place for selection of vice chairperson; leadership keeping CJCC and executive committee on track; leadership structure and roles clearly defined in the bylaws
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 4 for having an effective leadership structure. The scores ranged from 2 to 7.
Comments	<p>The CJCC bylaws designate the Presiding Superior Court Judge as chairperson. The vice chairperson, which is currently vacant, is to be selected from the executive committee. The bylaws do not stipulate the process for selecting the vice chairperson or length of time that an individual will serve in that capacity.</p> <p>During the interviews, members supported the concept of a CJCC chairperson and vice chairperson more so than establishing co-chairs. This was affirmed in the survey when 93% of the respondents favored the chairperson and vice chairperson model. A majority of the survey participants (57%) also indicated support for rotating the leadership positions.</p>

4) Executive Committee

Criterion Rating: *Not Compliant*

Factors Present	Bylaws clearly identify the membership and duties of the executive committee
Factors Not Fully Present	Identifies priorities for council; sets CJCC agenda; monitors progress on subcommittees and workgroups; guidance to chairperson and vice chairperson
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 5 for having a successful executive committee that guides the direction of the council and its activities. The scores ranged from 2 to 7.
Comments	<p>According to the bylaws, the executive committee is comprised of 20 individuals from the courts, county, and city selected based on the position they hold. Over the past couple of years, the executive committee has been attended by members from the full CJCC and the distinction between the two has become muddled.</p> <p>During the interviews, a common position was that the executive committee needed to be re-configured to a smaller group of key decision-makers and that participation should be limited to designated members. Results of the survey validated this sentiment as 64% of the respondents indicated that the executive committee had too many members.</p> <p>The bylaws outline five duties of the executive committee: 1) forming subcommittees and workgroups to advance the CJCC goals and agenda; 2) reviewing implementation plans, timetables, costs and reporting with recommendations to the full CJCC; 3) reviewing requests for resources, developing alternatives when appropriate, and making recommendations to the full CJCC; 4) reviewing and making recommendations regarding other matters delegated to it by the full CJCC; and 5) planning the agenda of the full membership. In the survey, a majority of the respondents indicated that the executive committee was not fulfilling these responsibilities except for forming</p>

	subcommittees and workgroup to advance the CJCC goals and agenda. (Note: this survey finding conflicted with information that the council currently does not have active subcommittees and workgroups.)
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5) Decision Making

Criterion Rating: *Mostly Compliant*

Factors Present	Matters discussed productively and professionally; consensus decision making; voting for procedural matters (rare); decision making and voting procedures are outlined in the bylaws
Factors Not Fully Present	Inclusion of underrepresented communities in decision making
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 6 for making decisions by consensus. The scores ranged from 1 to 9.
Comments	<p>The CJCC bylaws specifically state the CJCC “operates as a consensus-driven organization” and that “no vote or recommendation shall be binding on any member.”</p> <p>Interviews with CJCC members indicated that the council historically functions through consensus decision making and stakeholders generally have productive working relationships. Some members conveyed that the CJCC was good at discussing issues, but not necessarily making decisions on how to resolve the issues. A few members also indicated that the CJCC is too focused on examining the big issues while ignoring the day-to-day issues that undermine the productivity of the system (and need compromise/leadership of the council).</p> <p>Many of those interviewed believed that the council is acutely aware of the racial and ethnic disparities that exist in the criminal justice system, particularly the Native community. In CJCC meeting discussions, concerns for these disparities are frequently raised before the council makes decisions. However, the direct participation of underrepresented communities is often lacking in the CJCC’s decision making process.</p>

6) Shared Responsibility

Criterion Rating: *Mostly Compliant*

Factors Present	Council decision supported outside meetings; CJCC helps unify justice system and members
Factors Not Fully Present	Important decisions made by officials and agencies shared with CJCC; CJCC provides regularly updated information to the public
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 6 for having a shared responsibility in supporting the council and its decisions. The scores ranged from 3 to 10.
Comments	<p>The CJCC has dedicated members that are committed to working together. Because the council has a history of collaboration and consensus decision making, there is a strong culture of shared responsibility. In the interviews, members believed that the council served an important purpose of bringing together stakeholders to make the justice system better. Although differences have emerged in the past, members appeared respectful of each other’s role and responsibilities in the justice system.</p>

	<p>As previously mentioned, CJCC members desired to see greater collaboration between the county and city. Individuals believed more could be accomplished if the county and city linked resources better.</p> <p>During the interviews, several members indicated that it would be beneficial for agencies to share important internal decisions with the council in advance, rather than after the fact. Internal decisions or changes made by an agency may affect the operation of other agencies. Members would like the CJCC to serve as a forum for sharing information on such changes so that their agencies can make any necessary adjustments.</p> <p>While the CJCC has a public-facing website, it appears to not have been recently updated. Further, the bylaws include a member of the public to serve on the CJCC, but that position remains vacant.</p>
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7) Data Driven

Criterion Rating: *Somewhat Compliant*

Factors Present	Data regularly utilized; decisions driven by data
Factors Not Fully Present	Data produced to monitor overall system; data produced to monitor outcomes of council initiatives
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 5 for using data to inform decision making. The scores ranged from 1 to 8.
Comments	<p>Historically, the CJCC has utilized data to direct their efforts and inform decision making. The data has been produced by CJCC staff, CJCC members, community partners, and the local university. Based on past meeting minutes, the data has covered topics such as racial and ethnic disparities, pretrial assessment, repeat offenders, and diversion.</p> <p>In the past, attempts were made by CJCC staff to produce system data, including performance metrics, to monitor justice system activity and trends, but these efforts were not sustained. The jail also provided population reports to the council, important information for all coordinating councils, but the updates have subsided.</p>

8) Best Practices

Criterion Rating: *Mostly Compliant*

Factors Present	Valid and reliable information resources utilized; other jurisdictions explored as models; adherence to risk-needs-responsivity principles
Factors Not Fully Present	Ensure actions of CJCC to advance race and ethnicity equity
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 6 for actively seeking to adopt best practices. The scores ranged from 1 to 10.
Comments	<p>A strength of the CJCC is exploring and considering best practices for the criminal justice system. The council appears receptive to receiving presentations from county staff and outside agencies to bring forward new information and ideas. Interviewed council members also favored engaging in partnerships with Northern Arizona University, and value the contributions the university provides.</p> <p>Many of the individuals interviewed spoke highly of the site visit to Florida to explore arrest/jail alternatives and found that event extremely beneficial. The</p>

	<p>council members would like more site visits in the future to see firsthand how other jurisdictions operate.</p> <p>The CJCC's strategic plan also strongly advocates for the implementation of best practices and outlines several action steps to move the council toward research-based solutions. In general, the council has demonstrated a strong preference to divert individuals from the justice system in favor of alternative solutions when appropriate.</p> <p>According to some CJCC members, the CJCC spends too much time receiving information about best practices and not enough time taking action. These members would prefer some of the discussions be moved to subcommittees or working groups where they can be researched and developed.</p>
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9) Strategic Planning

Criterion Rating: *Somewhat Compliant*

Factors Present	Strategic plan exists; plan includes short-, medium-, and long-term initiatives
Factors Not Fully Present	Strategic plan is regularly updated; plan outcomes are tracked by CJCC; funding and sustainability addressed by plan
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 5 for using a strategic plan to guide its activities. The scores ranged from 1 to 8.
Comments	<p>The CJCC produced a 2019-2021 Strategic Plan during a retreat. The plan contained four goals in the areas of 1) behavioral health, 2) equity, 3) strategic investment, and 4) data. Each area had action steps associated with it, but these action items did not assign responsibilities to individuals or agencies and specific timelines were not established.</p> <p>A review of the CJCC agenda and minutes, plus conversations with CJCC members, revealed that the CJCC did not closely adhere to the proposed initiatives outlined in the plan. Of the four initiatives, the behavioral health goal appeared to generate the most traction. During the interviews, criticisms were made that the strategic planning process did not include the necessary stakeholders. Others expressed dismay that the plan was never fully embraced by the council and made a priority. Several individuals were displeased that the equity goal, in particular, did not materialize and felt it reflected poorly on the CJCC. The lack of progress on the strategic plan is undoubtedly due, in part, to the pandemic.</p> <p>Since it was created, the strategic plan has not been updated or revised by the council.</p>

10) Structured Meetings

Criterion Rating: *Mostly Compliant*

Factors Present	CJCC meets regularly; CJCC has set meeting day and time; meetings follow an agenda
Factors Not Fully Present	Subcommittees and workgroups meet regularly; meeting frequency identified in the bylaws
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 9 for having regularly scheduled meetings. The scores ranged from 6 to 10.

Comments	<p>Over the past two years, the CJCC executive committee has met monthly on a fairly consistent basis although there were some gap periods. Gaps were more common after the pandemic started. The full CJCC apparently did not meet during this timeframe, in part, because the full CJCC has slowly combined with the executive committee over time.</p> <p>The current bylaws do not state the exact frequency for holding full CJCC meetings and simply stipulate the “full CJCC membership shall meet no less than two times per calendar year.” The bylaws also indicate that the executive committee should meet on “regular intervals” rather than set months. This vague arrangement appears to contribute to the unintentional merging of the full CJCC and executive committee.</p> <p>In the survey, 57% of the respondents indicated that the CJCC should meet monthly and the remainder supported bi-monthly meetings. A vast majority of the survey respondents (82%) also believed that the executive committee should meet monthly. A common sentiment expressed during the interviews was that the CJCC, whether the full council or executive committee, should meet monthly to get things accomplished and maintain open communication between stakeholders and agencies.</p> <p>CJCC meetings always have an agenda and meeting minutes are produced. These items are distributed to the CJCC members in advance of the meeting via email and they are also posted to the county’s website. Other meeting materials, such as PowerPoints and reports, are generally provided in advance to members.</p> <p>In the survey, 79% of the participants favored the current scheduled time for the full CJCC or executive committee meetings (the second Wednesday of the month at 3:00 P.M.).</p>
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11) Subcommittees and Workgroups

Criterion Rating: *Not Compliant*

Factors Present	None at this time
Factors Not Fully Present	CJCC assigns work to subcommittees or workgroups; subcommittees and workgroups report regularly to CJCC; subcommittees and workgroup meetings are well attended by members
Survey Score	On a scale of 1 to 10, with 1 representing strongly disagree and 10 representing strongly agree, members rated the CJCC an average score of 5 for utilizing subcommittees and workgroup effectively. The scores ranged from 2 to 9.
Comments	<p>An earlier version of the CJCC bylaws (2013) defined several standing subcommittees of the CJCC. These standing subcommittees included juvenile justice, behavioral health, and information technology. Most of these subcommittees apparently were not functioning and were abandoned over time. In the most recent version of the bylaws, specific subcommittees were eliminated in favor of ad hoc subcommittees, task forces, and other groups established by the executive committee.</p> <p>According to meeting minutes, a mental health subcommittee exists but several members indicated that it no longer convenes. A group of CJCC members also traveled to Florida to observe behavioral health diversion programs. Unfortunately, the work of this group was apparently sidetracked by the pandemic. Overall, the use of subcommittees or working groups by the CJCC has not materialized significantly over the past two years.</p>

	<p>The City of Flagstaff has formed an Alternative Response Workgroup that is seeking to address the repeat offender/frequent utilizer population and is developing a comprehensive approach to the target population. Ideally, a workgroup such as this would be directly linked to the CJCC to maximize collaboration and to potentially expand services countywide.</p> <p>Several members expressed an interest in the CJCC utilizing subcommittees and workgroups more effectively during the interviews. These members believed that most of the work of the CJCC should take place in subcommittees and workgroups to advance the priorities of the council.</p>
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12) Support Staff

Criterion Rating: *TBD*

Factors Present	None at this time
Factors Not Fully Present	CJCC has dedicated staff; staff have job descriptions that define responsibilities; staff have clear chain of command; bylaws clearly define the roles, responsibilities, and chain of command for staff
Survey Score	No survey question
Comments	<p>Historically, a dedicated staff person funded by the county has supported the CJCC. Two people have held this position and performed the job quite differently according to those interviewed. Some members indicated that the position should be more clerical in nature while others preferred that the position serve as a coordinator for the criminal justice system and the council. In the survey, the respondents overwhelmingly supported that the staff position should perform the duties as outlined in the bylaws. These duties include working with the chair to prepare the agenda, scheduling meetings, maintaining CJCC records, supporting implementation of CJCC initiatives, conducting and managing research, and other duties assigned by the executive committee.</p> <p>During the interviews, it was frequently stated that the CJCC staff position should be responsible for strengthening the operation of the criminal justice system. In this regard, some believed that the positions should be neutral to avoid advancing any political agendas. Many believed that the staff position should be shared by the county and city to help ensure neutrality, but also to reinforce the county and city’s partnership in the CJCC. 93% of the respondents in the survey indicated that the CJCC staff position should be funded by both governmental entities.</p> <p>Also, during the interviews, many indicated that the prior CJCC staff did not have a clear reporting structure and this, at times, placed the position in conflict. It was commonly acknowledged that the county funded the position and, as a result, the county should have the final say in the activities of the position.</p> <p>As part of its engagement with the county, JMI has been asked to create a new job description for the CJCC staff position. This endeavor will be completed in the second quarter of 2021.</p>

Summary and Recommendations

Although there is not a “one size fits all” model for criminal justice coordinating councils, there are predominant elements that research indicates will improve the likelihood of a council’s success. The CJCC assessment framework developed by JMI touches on twelve elements deemed essential to well-functioning councils. Applying this framework to the Coconino County CJCC, JMI found that the council was mostly compliant on six of the elements: system focused, participation, decision making, shared responsibility, best practices, and structured meetings. The assessment also revealed that the CJCC was somewhat compliant on three elements (leadership structure, data driven, and strategic planning) and not compliant on two others (executive committee and subcommittee and workgroups). A rating for staff support was omitted from the assessment since the CJCC currently does not have staff and JMI is assisting with this role in the interim. Overall, the findings from the assessment suggests that Coconino County CJCC has many positive attributes to build upon and that the shortcomings can be easily addressed. This is especially true given that the county and city appear to have progressive leadership and a willingness to do things better.

Based on the results of the assessment, JMI recommends the following for the Coconino County CJCC:

1. Focus on producing outcomes

A CJCC consists of high-level decision makers from the criminal justice system and local government. Bringing together these individuals is a tremendous resource and the CJCC meetings should maximize the power of the group.

The CJCC should be a forum for information sharing, discussion, and deciding courses of action. Striking a balance can be difficult and it is not uncommon for council meetings to resort to reporting out sessions or discussions that get forgotten after the meeting ends.

To avoid these trappings, JMI recommends that the CJCC intentionally focus on producing outcomes by creating purposeful meeting agendas, pursuing a realistic strategic plan, utilizing effective subcommittees and workgroups, and employing a well-qualified CJCC coordinator. According to the accounts of many interviewed by JMI, the CJCC historically has operated in this capacity and it seems that the council simply needs recalibrating to regain its traction.

2. Reduce the full CJCC membership to a manageable size

The membership of CJCCs vary across the country as does the size of the councils. JMI’s national survey on CJCCs found that larger councils tend to be perceived as less productive by CJCC members. Councils with 16-25 members were rated more favorably, regardless of the population size of the jurisdiction.

The Coconino County CJCC bylaws identifies a minimum of 34 members and the membership is technically larger because the list includes broad membership categories such as “judges of all municipal courts in Coconino County,” “police chiefs of all police departments in Coconino County,” and etc. Many of the listed members do not actively participate in the CJCC and some are likely unaware that they are an eligible member of the council.

JMI recommends that the CJCC membership be reduced to 25 members or less and that representatives be utilized. For example, instead of including all judges from municipal courts, the CJCC should select one municipal court judge to represent the municipal courts. All representative positions on the CJCC should be selected by the executive committee and the representatives should rotate every two years. By intentionally selecting individuals to serve as representatives, the CJCC is more likely to get desired participation from the representative members (or else they will get replaced).

Some of the members listed may not be required for all CJCC meetings, such as the chief information officer of the superintendent of schools. It may be more productive to utilize these experts, when needed, on specific subcommittees or working groups. Indeed, invitations to participate on subcommittee and working groups is an excellent way to expand the inclusion of others into CJCC efforts. For example, a municipal court judge not selected as a representative for the CJCC may contribute by serving on a working group.

3. Re-configure the executive committee

Similar to the full CJCC, the executive committee is too large with 20 designated members. Based on the national survey, most CJCC executive committees have 5 to 9 members. JMI prefers an executive committee comprised of key decision-makers. For Coconino County, JMI recommends an executive committee consisting of:

- The Presiding Superior Court Judge
- The Presiding Municipal Court Judge
- The Presiding Justice Court Judge
- The Sheriff
- The County Attorney
- The Public Defender
- The City Attorney
- The City of Flagstaff Police Chief
- A representative of tribal governments
- The County Manager or representative
- The City of Flagstaff Manager or representative

The duties of the executive committee should remain the same as outlined in the current bylaws with an increased emphasis on directing the activities of the CJCC.

4. Alternate meetings of the full CJCC and the executive committee

The national survey found that 74% of CJCCs met monthly or bi-monthly. Councils that met more frequently reported more favorable perceptions of improved communication and cooperation by members. Members were also more likely to state that the CJCC accomplished important work during the past year when the CJCC met regularly.

JMI recommends that the full CJCC and the executive committee meet on alternating months. This rotation allows the executive committee time to perform its duties of coordinating the council's activities between full CJCC meetings. Similarly, it allows more time for other CJCC

subcommittees and workgroups to also meet between full CJCC meetings to work on their initiatives.

5. Utilize subcommittees and workgroups more effectively

More than 80% of CJCCs nationally utilize subcommittees and workgroups to advance the work of the council and more than 30% of the CJCCs in the survey had five or more active subcommittees. Subcommittees typically address complex on-going issues in the criminal justice system, while workgroups focus on quickly examining and resolving specific issues or tasks.

JMI recommends that the CJCC utilize subcommittees and workgroups more effectively for problem-solving, strategy development, and implementation efforts. The executive committee, with consultation of the full CJCC, should establish subcommittees to address the priorities areas of the CJCC. These subcommittees, and priority areas, should ideally align with the CJCC's strategic plan. Subcommittees for Coconino County may include juvenile justice, information technology/system data, and behavioral health.

Workgroups should be created when specific issues arise that require additional time beyond what is available during the full CJCC or executive committee meetings.

The CJCC and the executive committee should serve as an umbrella for the subcommittees and workgroups. The general process should be that the subcommittees or workgroups develop solutions to issues, bring the proposed solutions to the council for approval and support, and then the subcommittees or workgroups facilitate implementation of approved solutions. The CJCC and executive committee should closely monitor the progress of the subcommittees and workgroups and provide guidance and direction to each.

6. Form a standing subcommittee specifically for the Native community

JMI strongly recommends that the CJCC establish a standing subcommittee for the Native community. The subcommittee should be responsible for improving relations between the Native community and the criminal justice system and addressing issues that affect Native individuals involved in the criminal justice system. This subcommittee should have its own mission statement, bylaws, and strategic plan, and at least 50% of its membership should be representatives from the Native community.

7. Establish a formal process for selecting a vice chairperson

The CJCC currently does not have a vice chairperson. This position is important to the council as it assumes the duties of the chairperson if the chairperson is unavailable. The current bylaws state that the vice chairperson shall be selected from the executive committee, but a process for selecting the vice chairperson is not defined.

JMI recommends that the executive committee identify a vice chairperson and that the selection process be formalized in the bylaws. From our work with CJCCs across the country, we have seen favorable outcomes when councils pair a justice system official with a county official. A county official is often considered a more neutral party on a CJCC compared to other justice system members. In addition, a county official offers a connection to the budgetary process and county resources that may be beneficial to the work of the council.

8. Update the CJCC bylaws

CJCC bylaws should be reviewed and revised, if necessary, every two years to ensure they comport with the ideas and positions of the council. The intentional review of the bylaws by CJCCs should also confirm that the council is operating as intended.

The Coconino County CJCC bylaws were adopted in 2016 and they lack some of the more desirable details that were included in the 2013 version of the bylaws. For example, the older version of the bylaws outlines expectations for designees, meeting frequency, subcommittees, and strategic planning. (An update to the bylaws was submitted to the council in 2019 but apparently tabled.)

The county requested that JMI revisit the CJCC bylaws as part of our technical assistance to the county. With the executive committee's permission, JMI will form a working group to update the bylaws and potentially incorporate the suggested changes identified in this assessment. The workgroup will then present the bylaws to the executive committee and full CJCC for consideration and approval.

9. Update and revise the strategic plan and implement the plan

A strategic plan should guide the work of the full CJCC, executive committee, and subcommittees. The strategic plan represents the foundational work of the CJCC, but it is not the sole work of the CJCC as the council must also address any new business that emerges.

Although the CJCC has a strategic plan, it does not appear that the plan is being executed and, as a result, it should be revisited and updated. The revised plan should be separated into two components: a strategic plan and an action plan. The strategic plan should capture the vision for the council's work, priority areas, and identified strategies. The action plan should go into greater detail on completing the strategies and include specific tasks and outputs. A person, group, or agency should be assigned responsibility for each task and a target completion date should be identified.

JMI, as part of our agreement with the county, will be working with the CJCC to revisit the current strategic plan in the Spring of 2021.

10. Produce and monitor justice system data

A primary responsibility of the CJCC and executive committee should be to proactively monitor the condition of the criminal justice system through data metrics. These data metrics, at a minimum, should be high-level measures that reveal workload levels and trends within justice agencies and across the justice system. This information should be used to identify potential issues early and to determine if additional information is needed or action is required.

JMI recommends that the CJCC collect and report the justice system data at least quarterly. A process should be established that the justice agencies submit agreed upon data to CJCC staff on a scheduled basis. The CJCC staff should then produce a written report and submit it to the council for review.

The CJCC should also explore creating data dashboards that automatically produces this information by pulling data from existing record management systems. Data dashboards are a

fantastic tool for generating real time data that can be easily analyzed in greater detail and they are often used by agencies to better manage their workloads.

11. Create a criminal justice director or coordinator position funded by the city and county

A critical component for a successful CJCC is a dedicated director or coordinator position that advances the work of the council, including any subcommittees and workgroups. In addition, the position's role should be to ensure that the criminal justice system is functioning effectively so that it is just, responsive to the community, and cost-efficient. As a best practice, the position should have an elevated status given that it will routinely interact with elected officials, agency leaders, and community partners and it often represents the CJCC.

Most often, CJCC directors or coordinators are funded and situated in the county. For Coconino County, JMI recommends that the position be shared by Coconino County and the City of Flagstaff. JMI believes that this approach would be best in unifying efforts between the two levels of government and because the county's overall population is concentrated in the City of Flagstaff. In addition, the survey results and interviews conducted by JMI suggest strong support for the director or coordinator position being jointly funded.

12. Institute racial and ethnic impact statements

JMI recommends that all CJCCs adopt the practice of preparing racial and ethnic impact statements. Racial and ethnic impact statements are a tool used to determine whether proposed policies or programs will exacerbate disparate outcomes for people of color. The impact statements should be completed prior to implementation of any significant initiative by the council, executive committee, subcommittees or workgroups.

13. Keep the CJCC website updated

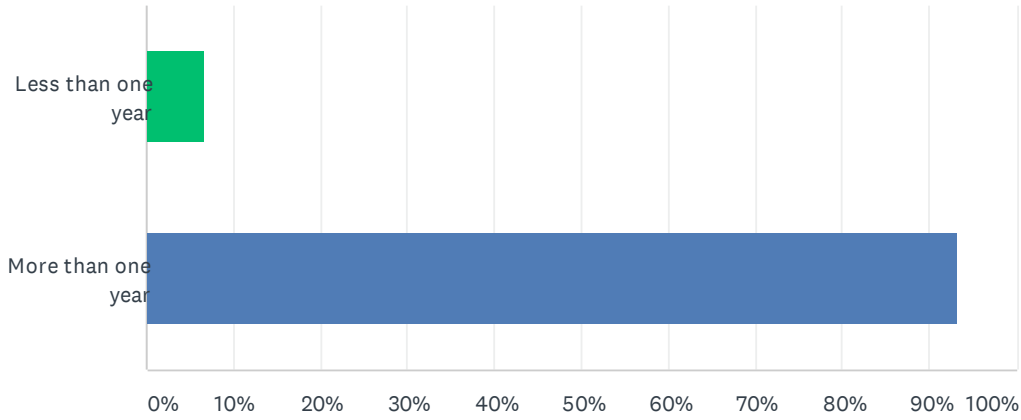
JMI recommends that the county maintain the CJCC website with timely and detailed information about the council and its activities. Transparency is important in building and sustaining public trust and the contributions of the CJCC should be recognized.

JMI believes that all 13 recommendations could be accomplished by the Coconino County CJCC in the next year.

Appendix: CJCC Member Survey Results

Q1 How long have you been a CJCC member:

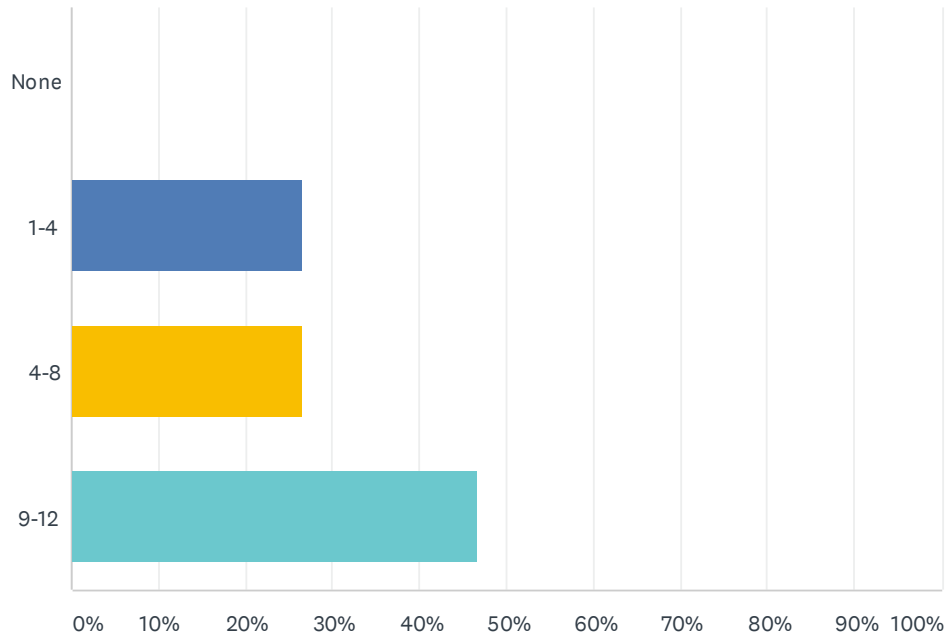
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than one year	6.67% 1
More than one year	93.33% 14
TOTAL	15

Q2 How many meetings did you attend in the last year:

Answered: 15 Skipped: 0

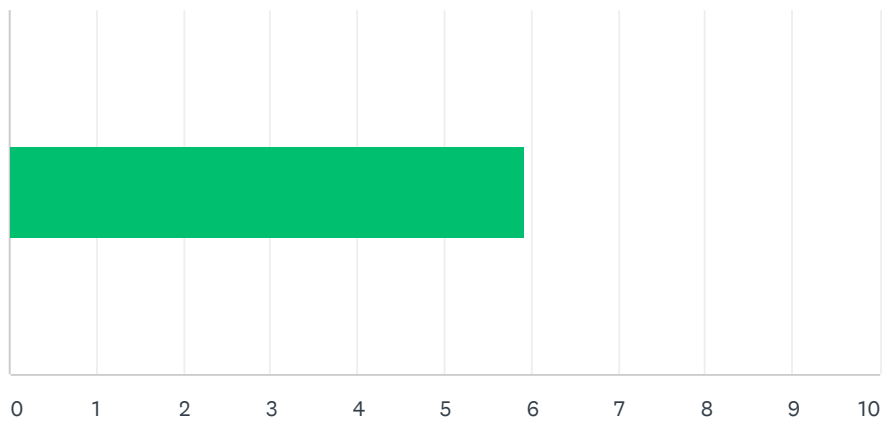


Coconino CJCC Assessment Survey

ANSWER CHOICES	RESPONSES
None	0.00% 0
1-4	26.67% 4
4-8	26.67% 4
9-12	46.67% 7
TOTAL	15

Q3 The CJCC is focused on addressing systemic issues in the justice system

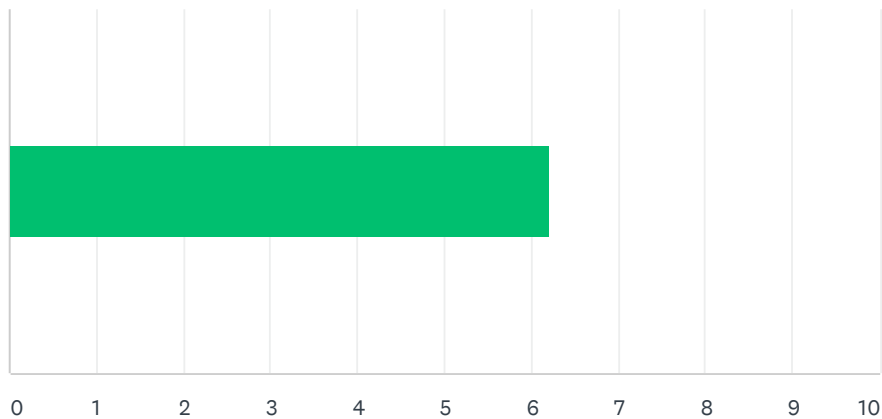
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	83	14
Total Respondents: 14			

Q4 The CJCC has the necessary stakeholders attending the meeting

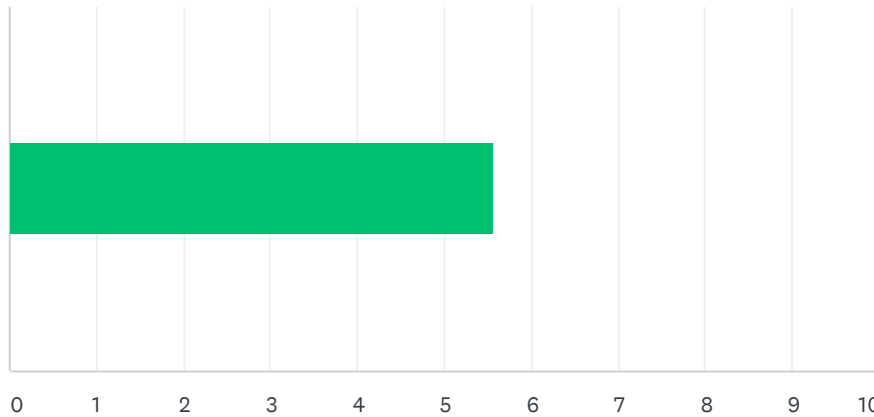
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	87	14
Total Respondents: 14			

Q5 The majority of CJCC members actively participate

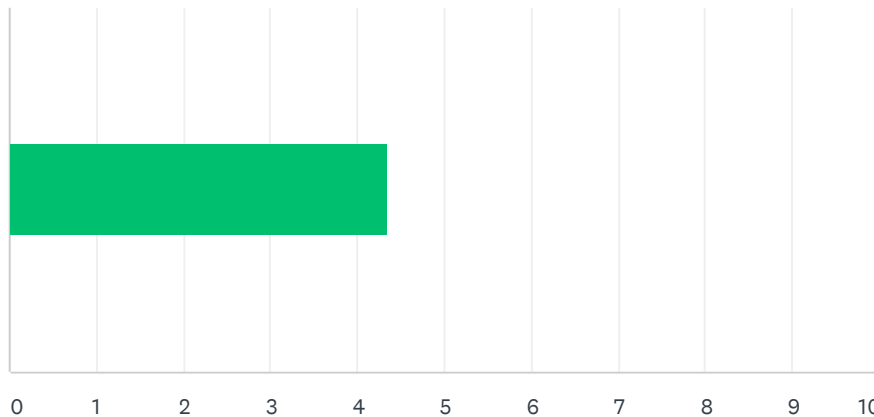
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	78	14
Total Respondents: 14			

Q6 The current CJCC leadership structure is effective

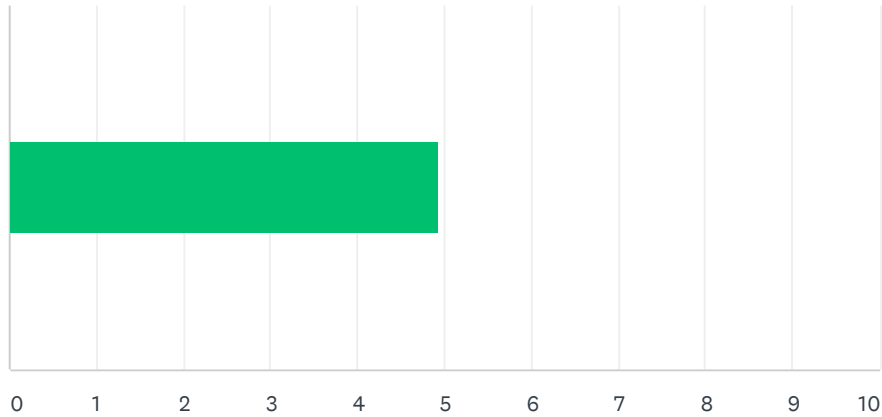
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	4	61	14
Total Respondents: 14			

Q7 The executive committee successfully guides the direction of the council and its activities

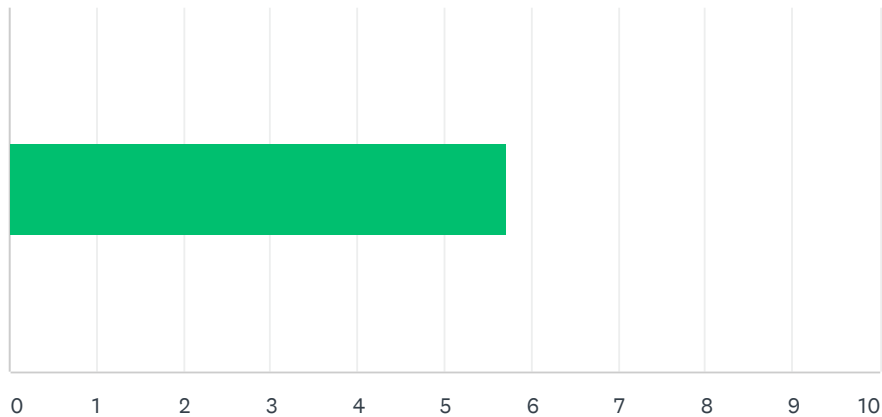
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	69	14
Total Respondents: 14			

Q8 The CJCC generally makes decisions by consensus

Answered: 14 Skipped: 1

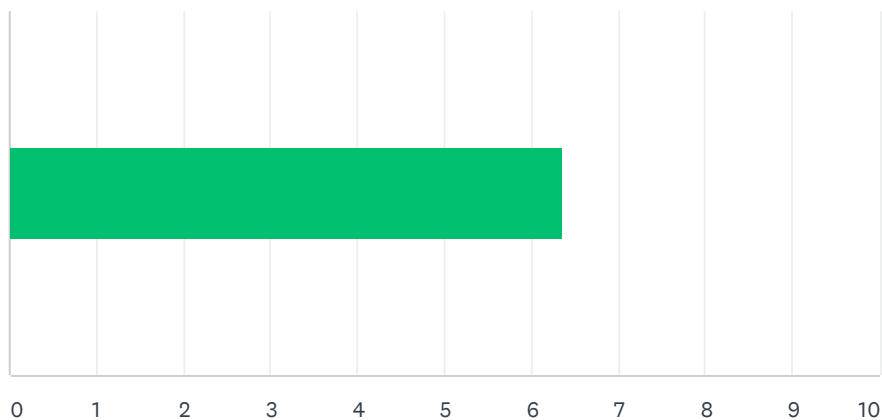


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	80	14
Total Respondents: 14			

Q9 CJCC members have a shared responsibility in supporting the council and its decisions

Answered: 14 Skipped: 1

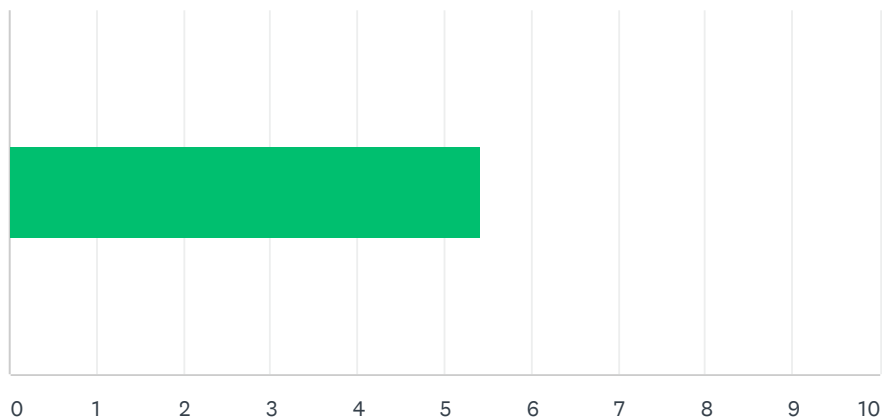
Coconino CJCC Assessment Survey



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	89	14
Total Respondents: 14			

Q10 The CJCC uses data to inform decision making

Answered: 14 Skipped: 1

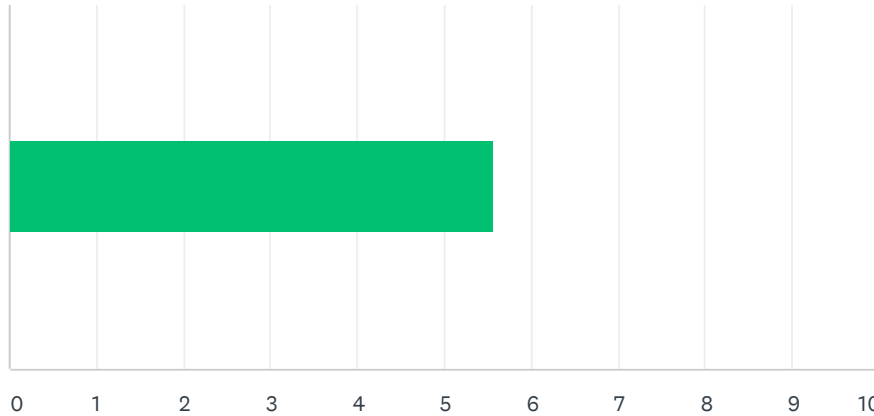


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	76	14
Total Respondents: 14			

Q11 The CJCC actively seeks to adopt best practices

Answered: 14 Skipped: 1

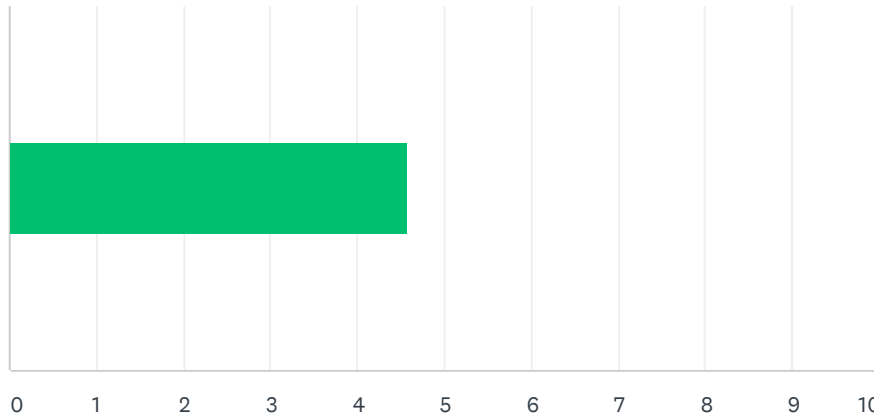
Coconino CJCC Assessment Survey



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	78	14
Total Respondents: 14			

Q12 The CJCC uses a strategic plan to guide its activities

Answered: 14 Skipped: 1

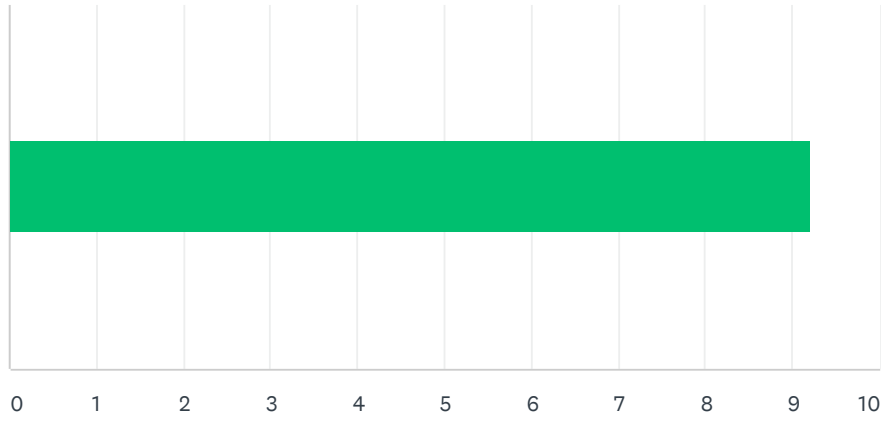


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	64	14
Total Respondents: 14			

Q13 The CJCC meets regularly

Answered: 14 Skipped: 1

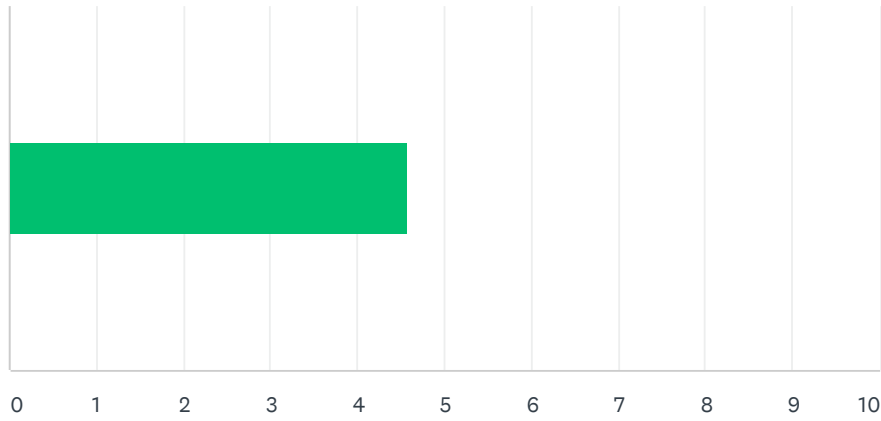
Coconino CJCC Assessment Survey



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	9	129	14
Total Respondents: 14			

Q14 The CJCC meetings are productive

Answered: 14 Skipped: 1

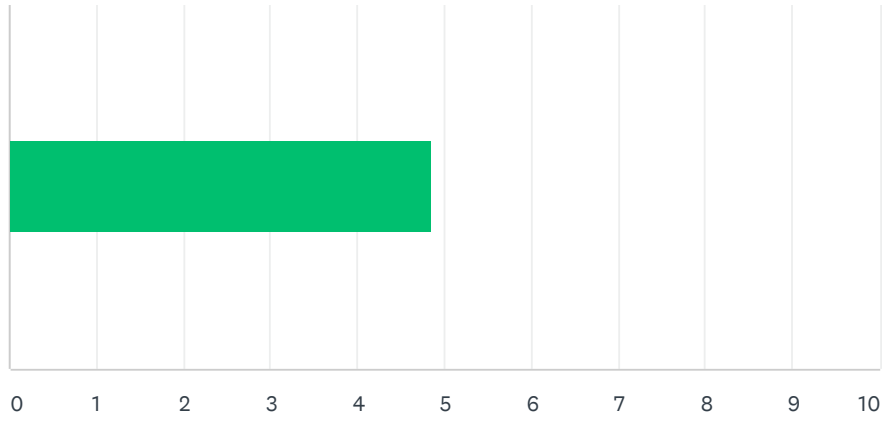


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	64	14
Total Respondents: 14			

Q15 The CJCC utilizes subcommittees and workgroups effectively

Answered: 14 Skipped: 1

Coconino CJCC Assessment Survey



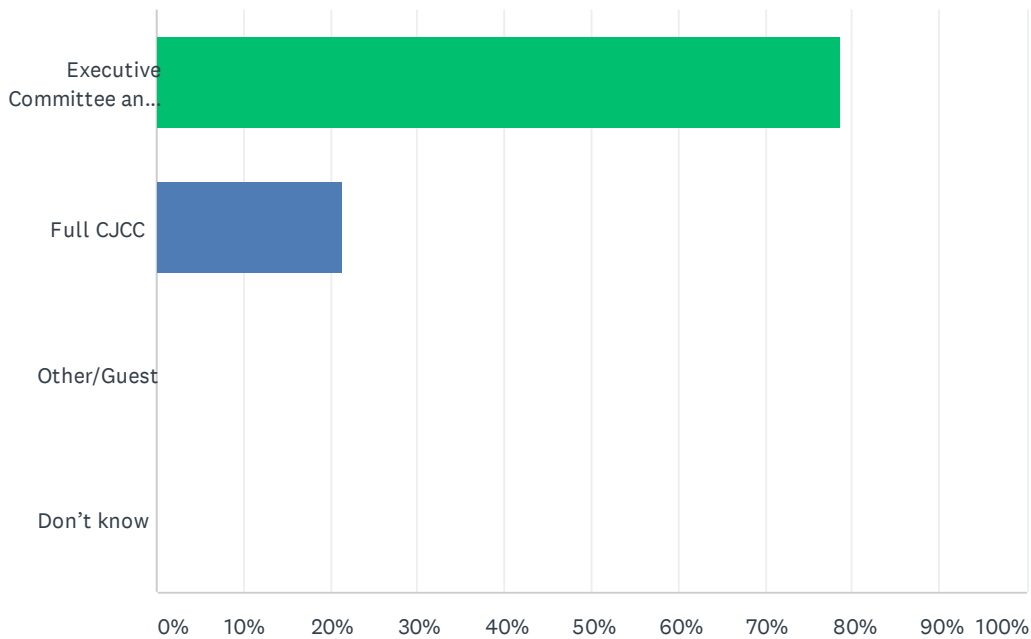
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	68	14
Total Respondents: 14			

Q16 If you would like to leave a comment related to any of the questions above, please use the space provided below.

Answered: 7 Skipped: 8

Q17 Which type of CJCC member are you: (for reference, membership lists as stipulated by the bylaws are provided below this question)

Answered: 14 Skipped: 1

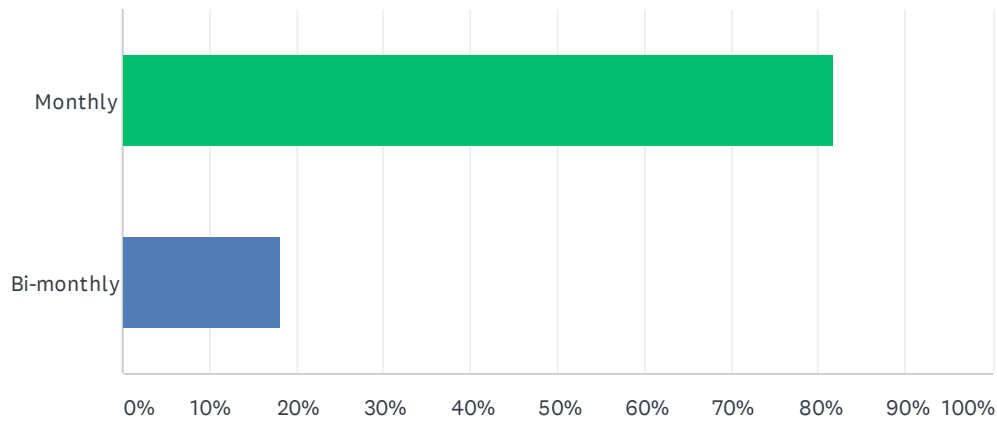


Coconino CJCC Assessment Survey

ANSWER CHOICES	RESPONSES
Executive Committee and CJCC	78.57% 11
Full CJCC	21.43% 3
Other/Guest	0.00% 0
Don't know	0.00% 0
TOTAL	14

Q18 The Executive Committee should meet:

Answered: 11 Skipped: 4

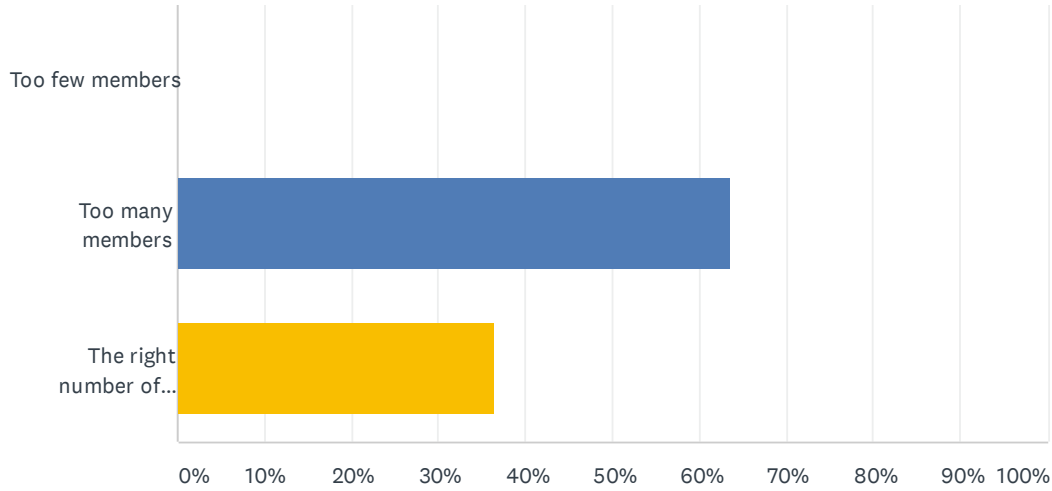


ANSWER CHOICES	RESPONSES
Monthly	81.82% 9
Bi-monthly	18.18% 2
TOTAL	11

Q19 The current Executive Committee membership has:

Answered: 11 Skipped: 4

Coconino CJCC Assessment Survey

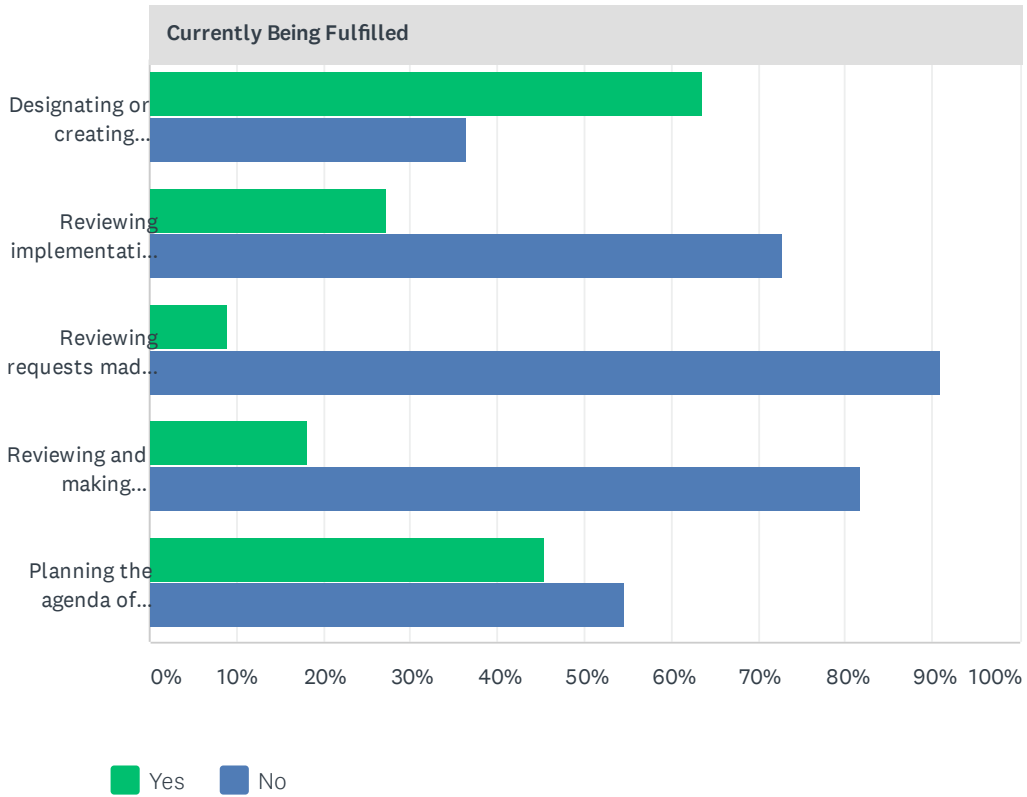
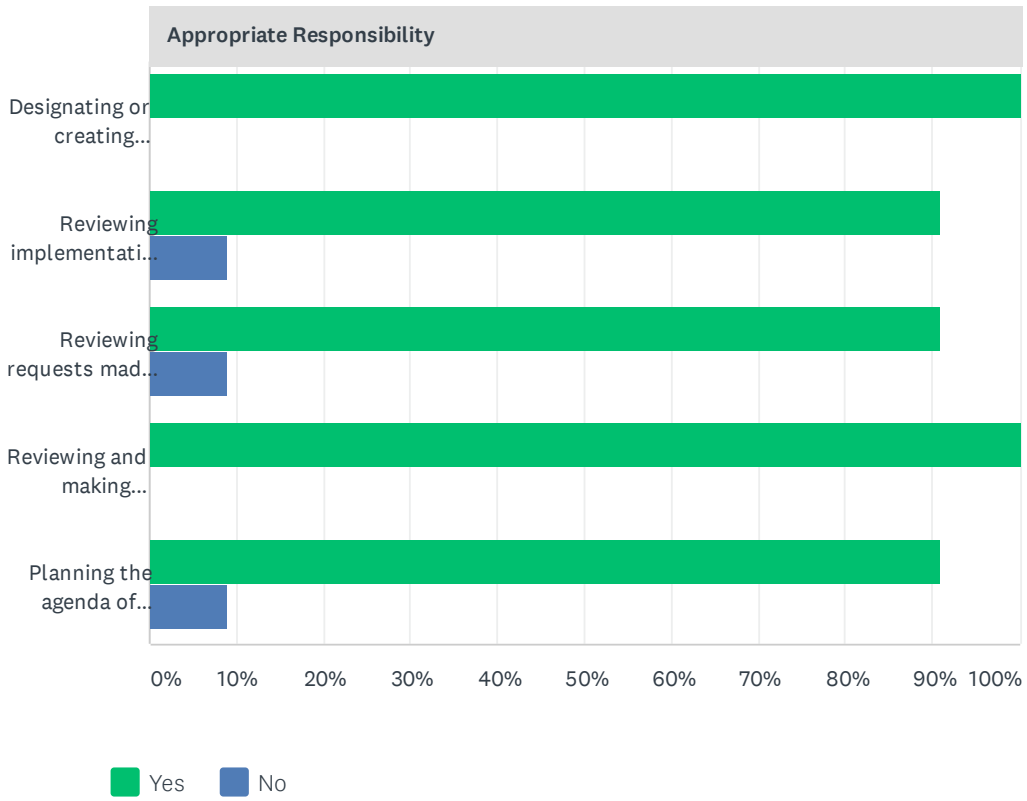


ANSWER CHOICES	RESPONSES
Too few members	0.00% 0
Too many members	63.64% 7
The right number of members	36.36% 4
TOTAL	11

Q20 According to the current bylaws, the CJCC shall have an Executive Committee in order to provide leadership in the planning and implementation of CJCC goals by conducting the tasks listed below. Please use the two dropdown menus to identify which tasks should remain the responsibility of the Executive Committee and whether the task is currently being conducted by the Executive Committee.

Answered: 11 Skipped: 4

Coconino CJCC Assessment Survey



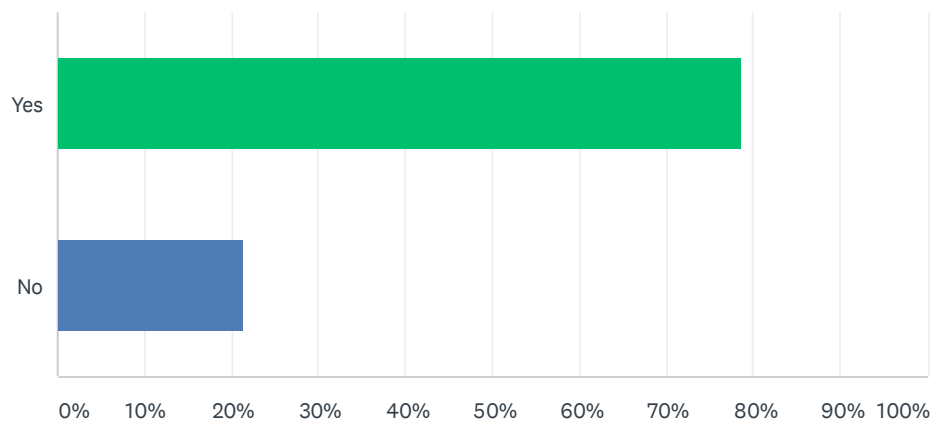
Coconino CJCC Assessment Survey

Appropriate Responsibility			
	YES	NO	TOTAL
Designating or creating subcommittees, task forces, or other groups to advance CJCC goals and initiatives.	100.00% 11	0.00% 0	11
Reviewing implementation plans, timetables, costs, and reporting with recommendations to the full membership.	90.91% 10	9.09% 1	11
Reviewing requests made for resources, developing alternatives when appropriate, and making recommendations on such matters to the full membership.	90.91% 10	9.09% 1	11
Reviewing and making recommendations regarding other matters delegated to it by the full membership or other individuals or organizations.	100.00% 11	0.00% 0	11
Planning the agenda of meetings of the full membership.	90.91% 10	9.09% 1	11

Currently Being Fulfilled			
	YES	NO	TOTAL
Designating or creating subcommittees, task forces, or other groups to advance CJCC goals and initiatives.	63.64% 7	36.36% 4	11
Reviewing implementation plans, timetables, costs, and reporting with recommendations to the full membership.	27.27% 3	72.73% 8	11
Reviewing requests made for resources, developing alternatives when appropriate, and making recommendations on such matters to the full membership.	9.09% 1	90.91% 10	11
Reviewing and making recommendations regarding other matters delegated to it by the full membership or other individuals or organizations.	18.18% 2	81.82% 9	11
Planning the agenda of meetings of the full membership.	45.45% 5	54.55% 6	11

Q21 The current meeting time is good (3pm on the second Wednesday of every month).

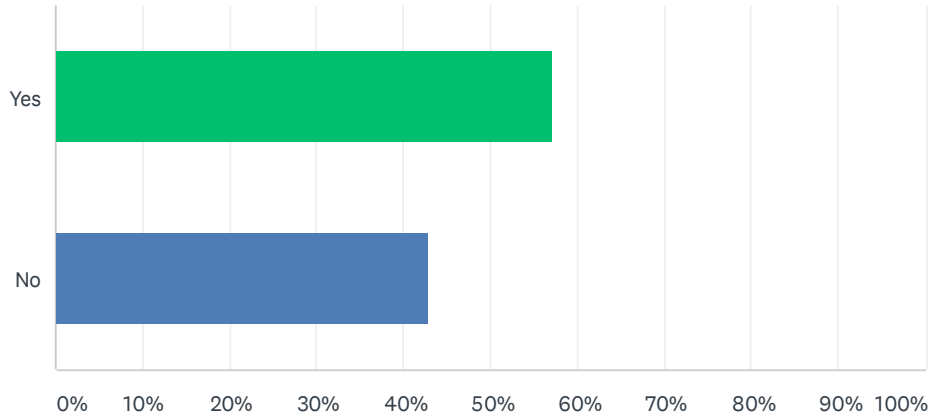
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	78.57%	11
No	21.43%	3
TOTAL		14

Q22 The CJCC officers (chair and vice chair) should rotate

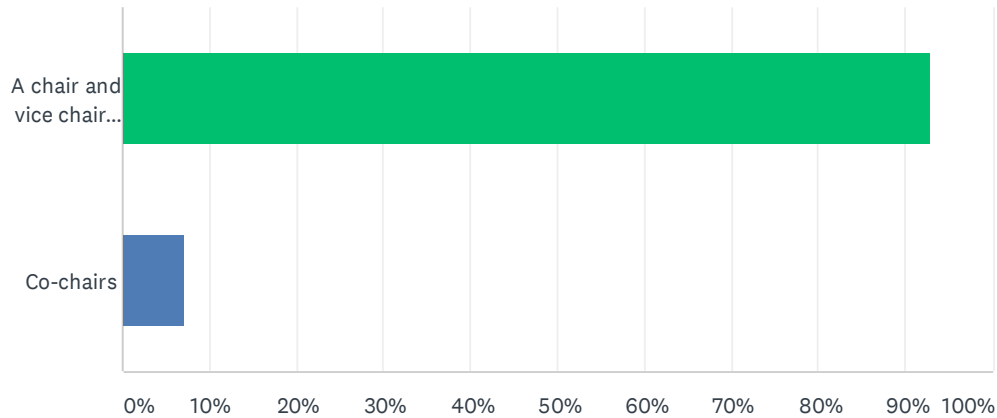
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	57.14% 8
No	42.86% 6
TOTAL	14

Q23 The CJCC should have:

Answered: 14 Skipped: 1

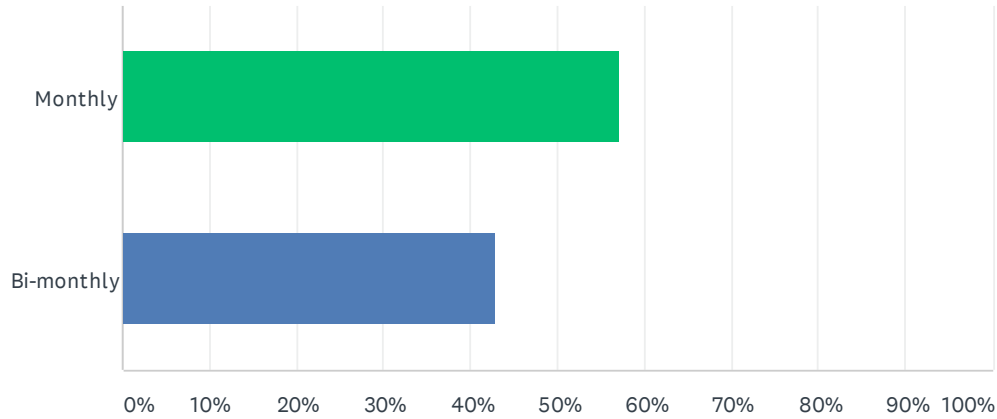


ANSWER CHOICES	RESPONSES
A chair and vice chair (according to current bylaws)	92.86% 13
Co-chairs	7.14% 1
TOTAL	14

Q24 The CJCC should meet:

Coconino CJCC Assessment Survey

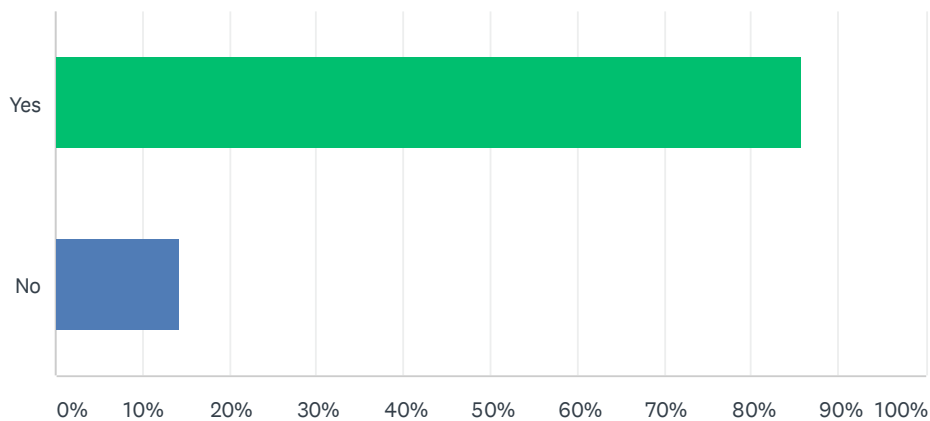
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES
Monthly	57.14% 8
Bi-monthly	42.86% 6
TOTAL	14

Q25 The current mission statement adequately reflects the mission of the CJCC: "The CJCC exists to promote the safety and welfare of all citizens of Coconino County, to reduce the number of future crimes and future victims, to promote the protection and healing of victims, to ensure the efficient and just treatment of offenders, and to work toward the prevention of crime and the reduction of recidivism"

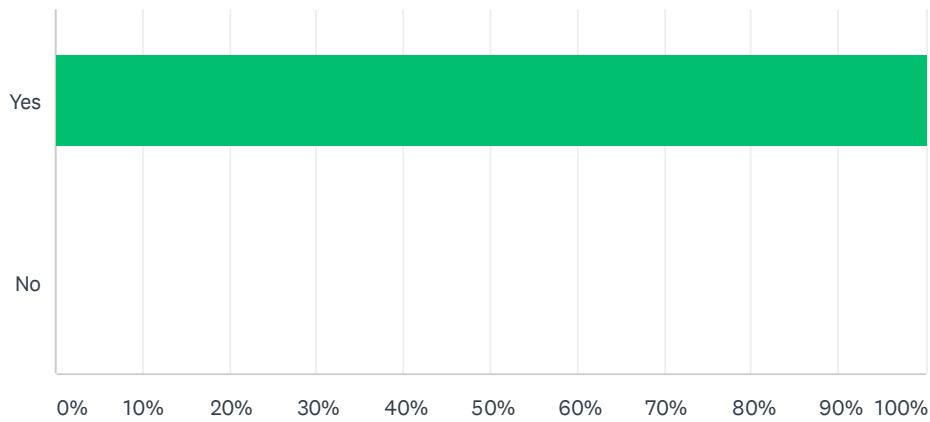
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	85.71% 12
No	14.29% 2
TOTAL	14

Q26 The current guiding principles adequately reflect the values of the CJCC: "The CJCC and each member is committed to providing the coordinated leadership necessary to establish cohesive public policies which are based on evidence-based practices, research, evaluation, and monitoring of policy decisions and program implementations."

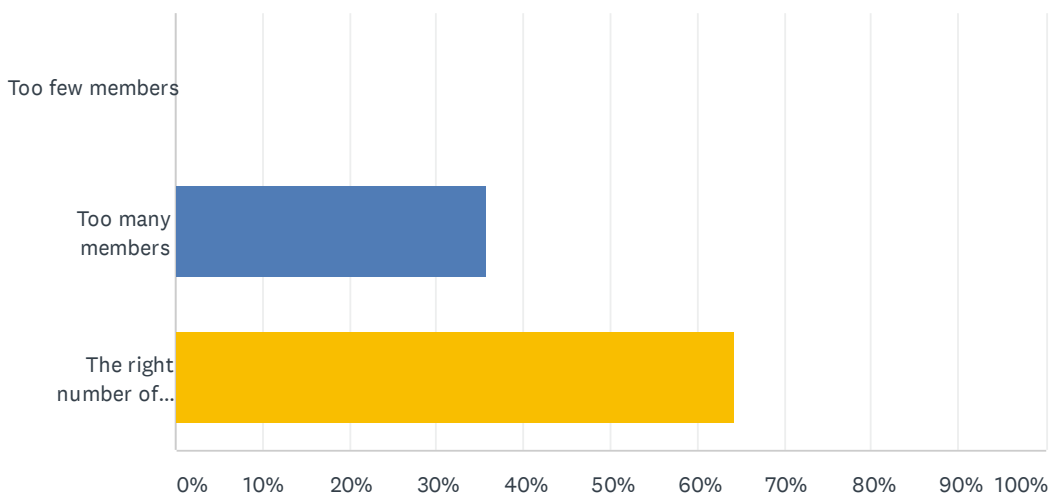
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	100.00%	14
No	0.00%	0
TOTAL		14

Q27 The current CJCC membership has:

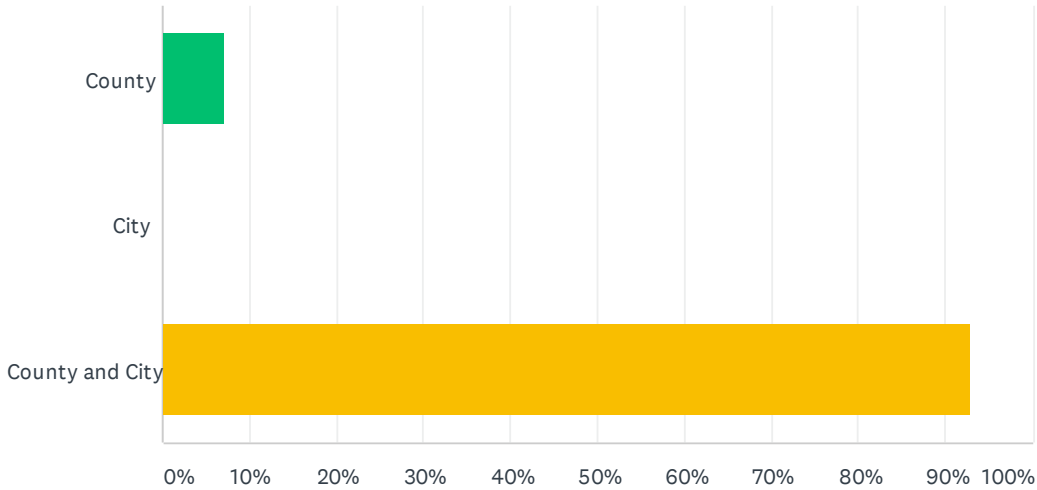
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES
Too few members	0.00% 0
Too many members	35.71% 5
The right number of members	64.29% 9
TOTAL	14

Q28 The CJCC staff position should be funded by:

Answered: 14 Skipped: 1

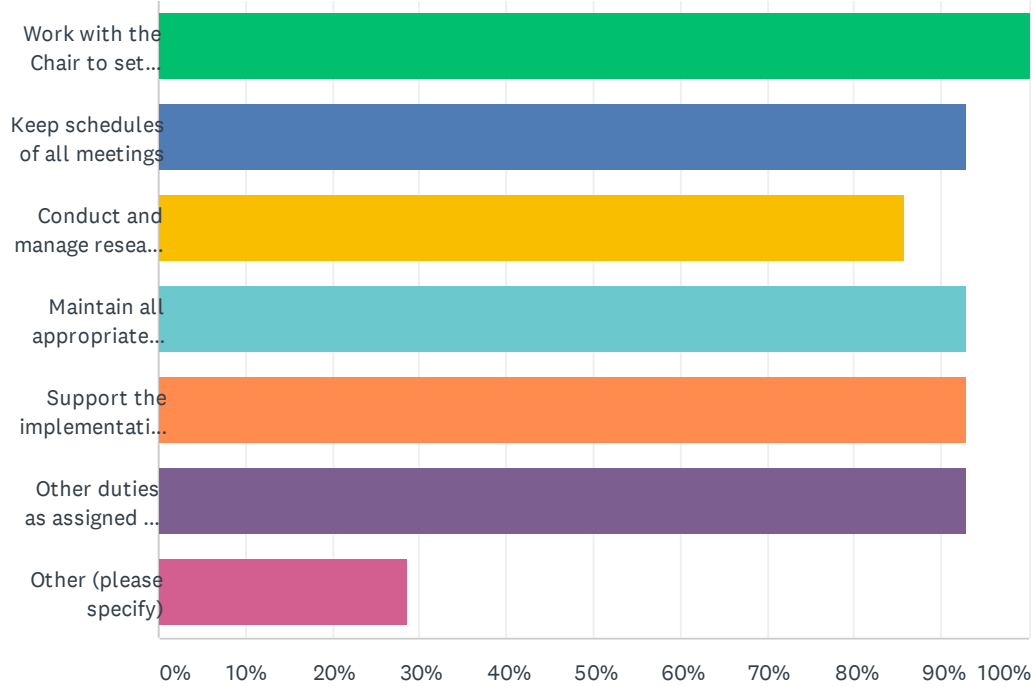


ANSWER CHOICES	RESPONSES
County	7.14% 1
City	0.00% 0
County and City	92.86% 13
TOTAL	14

Q29 Please use the check boxes to identify the activities you feel the CJCC staff position should be responsible for (check all that apply):

Answered: 14 Skipped: 1

Coconino CJCC Assessment Survey



ANSWER CHOICES	RESPONSES	
Work with the Chair to set agendas for full membership meetings	100.00%	14
Keep schedules of all meetings	92.86%	13
Conduct and manage research in response to the interests and established plan of the CJCC	85.71%	12
Maintain all appropriate records of the CJCC	92.86%	13
Support the implementation of CJCC initiatives	92.86%	13
Other duties as assigned by the Executive Committee	92.86%	13
Other (please specify)	28.57%	4
Total Respondents: 14		