

Coconino County Courts
Justice 2025
Strategic Plan

FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C1 Justice System Partnerships- Partner with justice system stakeholders (i.e. attorneys, judges, law enforcement, community, social workers, schools, behavioral health, victims, defendants, corrections, probation) to promote citizen outreach and justice system related education.							
RATIONALE: Build trust. Educate about legal process - understanding the "why" for procedures.							
SUCCESS INDICATORS: "Teen Group" and other related program participants will come out of summer program with education (DARE, Blockwatch, Junior Achievement). Increase in numbers receiving education, customer satisfaction surveys.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Establish new partnerships where a need has been identified or a gap exists (CJCC; service providers) (01)	Presiding Judge	Other governmental entities; community representatives; elected officials	High/High	Barriers: Turf issues; political barriers and imposed pressures; categorical funding Opportunities: Consolidate limited resources; omit duplication; break down stereotypes	LOW Cost General Fund and/or Grants	2-3	
1.2 Utilize media more effectively (01)	AOC/County PIO	Media	High/High	Barriers: Mistrust of media; time Opportunities: Exposer; establish/develop rapport	NO Cost	1-5	
1.3 Partnership with institutions of higher learning (internships) (06)	Court Administration	NAU; CCC; Courts; AOC	Medium/Low	Barriers: Partnership sponsorship; time Opportunities: College Criminal Justice Internship program; potential employment pool.	LOW cost General Fund	1-5	
1.4 Partner with Coconino County Bar Association on Law Day activities (06)	Court Administration	Bar Association; DNA; Judges	Medium/Medium	Barriers: Staff resources; time; community awareness Opportunities: Education of the public; provide free legal advice	LOW cost General Fund	1	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C2 <u>Specialized Courts</u> - Explore and develop specialized courts to more effectively implement therapeutic jurisprudence within the court system.							
RATIONALE: The current adversarial system may not always be an effective method of addressing individual needs.							
SUCCESS INDICATORS: Our customers will have the ability and the resources to more effectively deal with their own problems, so they can become more self-sustaining individuals who no longer need the court system.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Explore Funding Options (01)	Specialized Committees	Courts; County Attorney; Public and Legal Defender; Local Bar; Executive Branch; Legislative Branch; Treatment Providers; AADCP/NADC	High/High	Barriers: Time Opportunities: Improve funding	LOW Cost Fill-the-Gap/ General Fund/FARE funds	On-Going	
2.2 Reassess Programs (01)	Specialized Committees	Courts; County Attorney; Public and Legal Defender; Local Bar; Executive Branch; Legislative Branch; Treatment Providers; AADCP/NADC; NAU	High/High	None	LOW Cost Fill-the-Gap/ General Fund	2-3	
2.3 Explore other specialized courts with coordinated services (01&06)	CJCC	Bar Association; judges; community leaders; County Attorney; Public Defender; law enforcement	High/Medium	Barriers: Resistance to change; vested interest and turf issues; cost and availability of resources Opportunities: Experience that exits from doing the drug court program; best practices research; public pushing the courts to change	LOW Cost General Fund and/or Grants	2-3	
2.3.1 Additional support for specialized courts' post adjudication/post program participants (06)	CJCC	Intake Triage Unit (ITU); community leaders; NARBHA; Probation Departments	High/High	Barriers: Resources; money; affordable housing; turf issues Opportunities: Increase level of service; reduce community cost	HIGH cost TGC; City; County; state; NARBHA; FMC	2-5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.4 Expand drug court to Page (03&06)	Court Administration	Drug Court Team, Drug Court Advisory Board, Page officials	Medium/Medium	Barriers: Treatment funds, infrastructure in Page Opportunities: Provide treatment to Page area residents	HIGH Cost Fill-the-Gap	1-5	
2.5 Expand drug court treatment services (06)	Court Administration, Drug Court Coordinator	Drug Court Team, Drug Court Advisory Board, Treatment Providers, County Board of Supervisors	High/High	Barriers: Liability, on-going funding, limited treatment resources Opportunities: Expand treatment options to drug court participants, improve quality of life and community	HIGH Cost Federal Funds, Fill-the-Gap, General Fund	1-5	
2.6 Implement a mental health court at Flagstaff Municipal Court (06)	CJCC	Flagstaff Municipal Court, TGC, County jail, defense counsel, City attorney, Flagstaff Police Department, NARBHA	High/High	Barriers: Confidentiality of medical records Opportunities: Expansion of program to other courts, consolidation of cases, and improve the quality of life of individuals with mental health disabilities	HIGH Cost NARBHA, TGC	1	2
2.7 Create an Integrated Family Court (IFC) within the Superior Court (06)	Court Administration	County; AOC; Legislature	High/Medium	Barriers: Lack of service providers, funds, facilities; other criminal justice agencies Opportunities: Increase services, improve case processing; IFC; improve public access; improve justice	HIGH Cost General Fund; IFC; FTG	1-2	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C3 <u>Domestic Violence Awareness</u> - Courts should assist in educating community groups to aid them in reducing and preventing domestic violence.							
RATIONALE: Results are being seen in current program - need to expand limited resources.							
SUCCESS INDICATORS: An increase in the number of clients receiving services from community domestic violence resources.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Identify needs in the community and develop appropriate responses, including coordination of DV legislation (01)	Task Force	Task Force	High/High	Barriers: Diverse needs and agendas; differing state and local needs Opportunities: Willingness of DV experts to offer training	LOW Cost General Fund	1-2	
3.1.1 DV Training for court staff (01)	Court Administration; COJET	Emergency Services Director; Victim Witness; AOC (DV and ED Services)	High/High	Barriers: Finding an expert to do the training - an impartial person Opportunities: Willingness of DV experts to offer training	LOW Cost General Fund	1-2	2
3.2 Court Administration participate in the Domestic Violence Coordinating Council meetings (03)	Court Administration	Law Enforcement, victim witness; county attorney; public defender	High/High	Barriers: Time Opportunities: Develop partnerships with other agencies to increase domestic violence awareness	LOW Cost General Fund	1 (on-going)	
3.3 Explore the establishment of a consolidated OP/IAH Court in Flagstaff (04)	Court Administration	County; City of Flagstaff	Medium/High	Barriers: Time; Cost Opportunities: Improve services	MEDIUM Cost General Fund	1-2	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C4 <u>Public Information and Services</u> : Provide a mechanism for community involvement, as well as feedback and input from customers to improve service delivery.							
RATIONALE: Less complaints, increased community participation.							
SUCCESS INDICATORS: Measure attitude concerning involvement (pre and post measure); measure perception of system responding to community.							
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Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Develop customer surveys (01)	Court Administration	Judges; court staff	High/High	Barriers: Inability to meet all expectations Opportunities: Strong Board support for improved customer service, in line with AOC - Justice 2002	LOW Cost General Fund	1	
4.1.1 Conduct surveys of outlying areas (06)	Court Administration	County PIO; NAU Social Service Lab	High/High	Barriers: Inability to meet all expectations; funds; time Opportunities: Input from public; target areas to improve service	MEDIUM Cost Court Enhancement	2-5	
4.2 Focus Groups (i.e. Community Forums - faith based) (01)	Presiding Judge, Court Administration	NAU; judges; Court Department Heads; AOC	High/High	Barriers: Potential for limited participation; time; appropriateness of discussions; limited availability of good facilitators Opportunities: Community wants to be heard; existing community groups - opens doors; fits in to state and national court priorities	LOW Cost General Fund	1	
4.3 Bring Stakeholder Groups together to review the strategic plan every 5 years (01&06)	Presiding Judge, Court Administration	Original Stakeholder Group	High/High	Barriers: Funds; time Opportunities: Success of the first retreats	MEDIUM Cost General Fund and/or Grants	5	

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4.4 Judicial Outreach (Career Days) (01&06)	Presiding Judge	Judicial Education Committee; Court Administration; Judges	High/High	Barriers: Judges' limited time; grey area regarding judicial canons Opportunities: The existence of Judicial Education Committee, in line with state established objectives	LOW Cost General Fund	1-3	
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.5 Review annually Justice 2025 plan with management team (03)	Presiding Judge, Court Administration	Management Team	High/High	Barriers: None Opportunities: Obtain feedback from Justice 2025 management team	LOW Cost General Fund	1	
4.6 Prepare an educational presentation regarding the court system(PowerPoint presentation) (04)	Field Trainer	Court Administration, AOC	Medium/Medium	Barriers: Time Opportunities: Improve public information	LOW Cost General Fund	1	
4.6.1 Present court educational programs countywide (06)	Court Administration	Judges; schools; service clubs	High/Low	Barriers: Time; resources Opportunities: Improve public relations; citizen input; citizen education	LOW Cost General Fund	2-4	
4.7 Conduct court hearings at off-site locations (06)	Court Administration	Attorneys; Sheriff; NAU; courts; outlying communities	Medium/High	Barriers: Time; resources; facilities Opportunities: Improve customer service; community confidence in courts	LOW/MEDIUM Cost General Fund; IFC; FTG	1-5	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C5 <u>Cultural and Ethnic Sensitivity and Responsiveness</u> - Implement a system that is culturally and ethnically responsive based on reciprocity and empowerment through mutual interaction and respect for all.							
RATIONALE: Provide the opportunity for equal administration of justice for all people, regardless of ethnic background or culture.							
SUCCESS INDICATORS: Increased staff awareness and regular/mandated staff training; multilingual forms and the ability to provide multilingual services over the counter and over the phone.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
5.1 Select and implement appropriate programs (01)	Court Administration	Citizen input; all stakeholders; NAU	Medium/High	Barriers: Willingness to share true feelings; stereotyping; fear of others; language barriers Opportunities: Build on what is currently being addressed	MEDIUM Cost General Fund and/or Grants	2-3	
5.2 Recruit and select culturally diversified staff (01)	Human Resources; Court Administration	Community groups; tribes	Medium/ Low to High	Barriers: Language; lack of recruitment for qualified applicants; low salaries for court staff (hard to keep qualified bi-lingual staff) Opportunities: Tap into new employee pools; enhances trust/confidence in the courts	MEDIUM Cost General Fund and/or Grants	1 (on-going)	
5.3 Promote the availability of all pertinent or critical forms and publications for customers using English as a second language and in plain English - no legalese (01)	Court Administration; Legal Aid	AOC; Local Bar; NAU	High/High	Barriers: Time; money; availability of translators; difficulty in translation Opportunities: Availability of NAU language lab; certified Navajo translators; AOC has some translated forms; other county courts may have existing translated forms	MEDIUM Cost General Fund and/or Grants (AOC)	1-3 (on-going)	
5.4 Diversity training for all court staff (01&06)	COJET Training Coordinator	Judicial Education Committee; COJET Committee; AOC - Commission on Minorities; Court	High/High	Barriers: Cost; facilities; lack of expertise Opportunities: NAU faculty members and student groups	MEDIUM Cost General Fund and/or Grants	1-3	

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Actions to Implement	Lead Role	Administration Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
5.5 Track court interpreter usage and needs (04)	Interpreter Coordinator	Court Administration	Medium/Medium	Barriers: Time Opportunities: Determine if additional interpreters are warranted	LOW Cost General Fund	1	
5.5.1 Explore expanding court interpreter staffing level (04)	Court Administration	County; City of Flagstaff	Medium/Medium	Barriers: Time; money Opportunities: Improved level of interpreter services	MEDIUM Cost General Fund	1-2	
5.6 Develop a non-English skills training for court staff (04)	Interpreter Coordinator; Field Trainer	Court Administration	High/High	Barriers: Time Opportunities: Improve customer service for non-English speaking clients	LOW Cost General Fund	1-2	
5.7 Participate in the development of a statewide certification program for court interpreters (04)	AOC	Court Administration; Interpreter Coordinator	Medium/Medium	Barriers: Time Opportunities: Improve level of skills for court interpreters	LOW Cost General Fund	1-2	
5.8 Provide information on court system processes for diverse linguistic and cultural groups (i.e. FAQ multi-language brochures) (06)	Court Administration	Self help center; translation services; court website	Medium/Medium	Barriers: Time; resources; not available for all languages Opportunities: Citizen education; access to justice	LOW/MEDIUM Cost General Fund; DNA	2-5	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F1 <u>New Funding Options</u> : Look at new ways to use existing funds - reallocation of resources and explore new funding streams.							
RATIONALE: Existing and expanded programs and services will require stable and on-going resources, including general fund and grant commitments.							
SUCCESS INDICATORS: Stable funding sources available.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Research Best Practices materials for funding options for various programs (01)	Court Administration	AOC; National Center for State Courts; NAU	Low/Low	Barriers: Current information limited to Internet research Opportunities: Some research is already done, management team has already prioritized certain programs to be considered for funding, proven grant track record with state and federal agencies, network with national consultants about funding sources	LOW Cost General Fund	1-2 (on-going)	
1.2 Explore grant funding alternatives (FARE) (FTG) (01)	Court Administration	Judges	Medium/Low	Barriers: Floating calculation of actual Fill-the-Gap monies - unknown amount, instability of funding source Opportunities: The programs and services manifested in this strategic plan, community and judges have come together to prioritize programs and services	LOW Cost General Fund	1-2 (on-going)	
1.2.1 Explore a CPAF grant request for a part time .50 Superior Court Division (04)	Court Administration	AOC; County	Medium/Medium	Barriers: Money Opportunities Create a part time .50 division with CPAF start-up funds	LOW Cost General Fund	1-3	

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1.3 Obtain State pilot funding to create a IFC (06)	Court Administration	County; AOC; Legislature; NAU research lab	HighMedium	Barriers: Funds; facilities; other Criminal Justice agencies Opportunities; Improve case processing; IFC; improve public access; improve justice	HIGH Cost General Fund; IFC; FTG	1-2	2
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.4 Explore an IGA position that manages best practice research, statistics, & grant writing (06)	Court Administration	County; City	Medium/Low	Barriers: Money Opportunities: Shared funding; improve best practice research; improve statistical analysis; improve performance measurement tools	HIGH Cost General Fund; Court Enhancement	3-5	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F2 <u>Improve Court Security and Safety</u> - Develop and implement a safety protocol and security training program for all courts within Coconino County.							
RATIONALE: Safety of public, staff and participants (including victims and witnesses).							
SUCCESS INDICATORS: Awareness of problem and ongoing training provided. Staff comfort in knowing they are safe. No incidents. If problem occurs, proper response. Controlled access to courthouse. Screening for weapons at entrance of court.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1= Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Develop multi-disciplinary task force to make policy recommendations on safety and security (01)	Court Administration	Judges; Judicial Security Officers; Detention Officers; Law Enforcement; Clerks; County Attorney; Defense Attorney; Facilities Personnel	High/Low	Barriers: Funding Opportunities: Improve communication	LOW Cost General Fund	1	
2.2 Develop standards for courthouse security (06)	Chief of Security	Court Administration; Bailiffs; Courts; First Responders	High/Medium	Barriers: Time Opportunities: Improve court house security	LOW Cost General Fund	1-2	
2.3 Conduct yearly security training for all staff (06)	Chief of Security	First Responders; Courts; Field Trainer; COJET Coordinators	High/Low	Barriers: Time; staff schedules Opportunities: Improve security awareness	LOW Cost General Fund	2-5	
2.4 Conduct annual drills/testing emergency scenarios (i.e. panic alarms; fire drills; evacuations) (06)	Chief of Security	Courts; First Responders; Emergency Operation Center	High/Medium	Barriers: Scheduling Opportunities: Safety awareness; ability to respond	LOW Cost General Fund	1-5	
2.5 Explore improving security in limited jurisdiction courts (06)	Chief of Security; Court Administration; Local Law Enforcement	Courts; First Responders; Attorneys	High/Medium	Barriers: Funds; resources; facilities Opportunities: Improve court house security	LOW/HIGH Cost General Fund; JCEF	1-5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.6 Improve court security using Homeland Security funds (06)	Purchasing, Emergency Coordinator, Facilities	Court Administration, Chief of Security	High/Medium	Barriers: Time Frame to expend funds Opportunities: Improve court house security	HIGH Cost Homeland Security Funds	1	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F3 <u>Increased Access to Facilities</u> : Explore and promote accessibility to court facilities and services, particularly for the physically impaired.							
RATIONALE: Everyone should be able to fully utilize the court system and have access to court services.							
SUCCESS INDICATORS: Facilities properly accommodating the public; reduce complaints; improve accessibility and participation in court services.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Work with the Facilities Department and funding sources to make changes, including exploring technology to promote access (01)	Court Administration	City/County Facilities; I.T.; AOC	High/High	Barriers: Funding Opportunities: To improve court facilities	LOW to HIGH Cost General Fund	1-3	
3.2 Explore court consolidation and facilities around regional use (06)	Court Administration	City/County; Facilities; I.T.; Security; AOC; CJCC	High/Medium	Barriers: Funding; turf issues Opportunities: Improve customer services; efficiencies; cost savings	HIGH Cost General Fund; Bonds	1-5	
3.3 Improve parking at all Flagstaff court locations (06)	Court Administration	City/County; Merchants Association	High/High	Barriers: Funding; land Opportunities: Improve customer service; improve access to courts (w/ shuttle service)	HIGH Cost General Fund; Bonds; Special Districts	2-5	
3.4 Explore adding weekend and after hours court (06)	Court Administration	Judges; Law Enforcement; Attorneys; Court Staff	Medium/High	Barriers: Funding; staffing Opportunities: Improve case management; improve access to justice; improve customer services	HIGH Cost General Fund	2-5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.5 Participate in the funding approval process for a new court facility in Page (06)	Court Administration/ Page JP	County	High/High	Barriers: Funding Opportunities: Improve customer service; access to justice; improve security; improve workplace environment	HIGH Cost General Fund; Bonds	1-5	
3.6 Explore a new limited jurisdiction court facility in Flagstaff (06)	Court Administration	City/County; Facilities	High/High	Barriers: Funding; location; partnership trust and confidence Opportunities: Improve efficiencies; improve customer service; improve access; improve security	HIGH Cost General Fund; Bonds	1-3	
3.7 Expand court record storage (06)	Court Administration, Facilities	County risk manager, Court staff, Judges	Low/Low	Barriers: Funding, location, turf issues Opportunities: Improve efficiency, improve space management, improve work environment	MEDIUM to HIGH Cost General Fund	1-3	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F4 <u>Customer Information & Services</u> - Improve customer information and general public services in a central courthouse location.							
RATIONALE: Greater access, dignity and respect; stakeholder roles are important.							
SUCCESS INDICATORS: Provided through customer surveys and feedback.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Develop Signage Program (01)	County/City Facilities	Court Administration; Clerk of Court; Judges; Security	High/High	Barriers: Coordination between agencies; resources Opportunity: Increase information to public on initial contract; uniformity	MEDIUM Cost General Fund	1-2	
4.2 Create a staffed customer service center inside entrance (01&06)	Court Administration; Clerk of Court	Facilities Department; judges	High/High	Barriers: Funding Opportunities: Pooling of funding resources	MEDIUM Cost General Fund	1-3	
4.3 Explore establishing a central call center to serve all courts in the county (phone calls) (01&06)	Court Administration	County Information Services; Clerk of Court	High/High	Barriers: Cost; training Opportunities: Could automate it; currently have phone equipment to support this	MEDIUM Cost General Fund	4-5	
4.4 Explore taking payments by any court in the county (04)	Court Administration	AOC	Medium/High	Barriers: Time, AOC, I.T. division priorities Opportunities: Improve customer service; increased revenue	MEDIUM Cost General Fund	1-2	
4.4.1 Provide payment of FARE cases via a single website for payments and Interactive Voice Recognition (IVR) technology (04)	AOC; Court Administration	Limited Jurisdiction Courts	High/High	Barriers: Time; AOC priorities Opportunities: Increase revenue collection options	LOW Cost General Fund	1	

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4.5 Develop a customer service training program (03)	Field Trainer; Court Administration	Court Staff	High/High	Barriers: Time Opportunities: Improve customer service	LOW Cost	1-2	
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.6 Explore accepting credit cards in all courts (06)	Court Administration	Finance Department; Jail; Clerk of Court; All Courts	High/High	Barriers: Money; resistance to change Opportunities: Increase revenue; increase customer service; reduce jail length of stay (L.O.S.)	LOW to MEDIUM Cost General Fund	1-5	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: <u>F5 Court Rules & State Statutes</u> - Develop a mechanism for advocating change of court rules and state statutes to simplify court processes, information exchange and centralized information.							
RATIONALE: Consistency - local rules currently inconsistent with statutes and other counties. Efficiency of court; reduced paperwork; easier to use/work system.							
SUCCESS INDICATORS: Brief documents required by the court; streamlines processes; simplified rules, statutes; integration of automated systems and processes.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
5.1 Revise Local Superior Court Rules (06)	Court Administration; Judges	Attorneys; AOC	Low/Low	Barrier: Time Opportunity: Improve court rules and compliance	LOW Cost General Fund	1-2	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY:F6 <u>Enforcement of Court-Ordered Sanctions</u> - Explore and expand alternatives to improve the enforcement of court ordered sanctions.							
RATIONALE: Developing case management practices that allows for the efficiency, consistency and predictability of system. Courts accountability to the public.							
SUCCESS INDICATORS: Teams respond to non-compliance (collections, victim advocacy, officer, judge, county attorney). People leave the courthouse feeling they have been treated with respect and courtesy. Institutionalized accountability.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1= Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
6.1 Work with state to develop a collection module with increased functionality (03)	Court Administration, AOC	Clerk of Court; Other courts	High/Medium	Barriers: Time; money; priority Opportunities: Provide greater feedback on proposed programs	MEDIUM Cost General Fund	1-3	
6.2 Implement FARE program in all Coconino County Courts (04)	Court Administration, AOC	Clerk of Court; Other courts	High/Medium	Barriers: Time, staff Opportunities: Increase revenue, improve enforcement of court ordered sanctions	LOW Cost General Fund	1-5	
6.3 Review current fee structure and explore alternative fees (03&06)	Court Administration, AOC	Presiding Judge; Board of Supervisors; County Manager	High/Low	Barriers: Decreased public access; more fee deferrals Opportunities: Increase revenue	LOW Cost General Fund	1-2	
6.4 Participate in the development of a new case management system that has an interactive collection module for courts and outside agencies (04)	Court Administration	AOC	High/Low	Barriers: Time; money Opportunities: Improve case processing; improve revenue collections	HIGH Cost General Fund	2-5	

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6.5 Creation of a warrant officer position for Flagstaff Justice Court (06)	Court Administration, Flagstaff Justice of the Peace	CJCC, Flagstaff Justice Court staff	High/Medium	Barriers: Time, money Opportunities: Better enforcement of court ordered sanctions, decrease jail population, improve collection revenue	HIGH Cost General Fund, State and Local JCEF	2-3	
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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY:F7 <u>Case Management Assessment</u> - Periodically assess criminal, civil, and domestic relations case management systems.							
RATIONALE: Developing case management practices that allow for the efficiency, consistency and predictability of system. Courts accountability to the public.							
SUCCESS INDICATORS: Compliance with case management standards.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
7.1 Periodic assessment of case flow management systems (01)	Court Administration; Caseflow Manager	Judges; Bar Association	High/High	Barriers: Lack of accurate data; retrieval issues; time Opportunities: Willingness to change	LOW Cost General Fund and/or Grants	1	
7.2 Design re-engineering plans as needed and implement (01)	Court Administration; Caseflow Manager	Judges; Bar Association	High/High	Barriers: Funding; lack of staffing resources Opportunities: Willingness to change	LOW to HIGH Cost General Fund	1-3	
7.3 Implement improvements to case management process (06)	Court Administration; Judges; Caseflow Manager; Clerk of Court	Bar Association; Supervisors	High/Medium	Barriers: Resistance to change; funding; lack of staff resources Opportunities: Willingness to change; reduce case processing time; reduce jail length of stay (L.O.S.)	LOW to HIGH Cost General Fund; Grants	1-5	
7.3.1 Explore case processing of aggravated DUI's (06)	Court Administration; Judges	AOC; Attorneys; Pre-Trial; Service Providers; Probation; Navajo Nation Tribal Court	High/High	Barriers: Money; staffing resources; lack of phlebotomists Opportunities: Improve public safety; improve case processing ; meet Supreme Court standards	HIGH Cost General Fund; Fill-the-Gap	2-3	

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7.3.2 Explore applications of differentiated case management (06)	Court Administration; CJCC	Attorneys; Judges; Clerks; Case Flow Manager	Medium/Low	Barriers: Jurisdictional issues; lack of staff resources different views of case priority Opportunities: Improve case processing	MEDIUM Cost General Fund; FTG; Grants	1-2	
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Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F8 <u>Juror Utilization & Treatment</u> - Explore alternative techniques for the most efficient utilization and treatment of jurors.							
RATIONALE: The role of jurors is essential. The court has an obligation to treat citizens with respect and efficiency.							
SUCCESS INDICATORS: Statistics - number of jurors appearing; positive survey responses.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
8.1 Implement jury management plan and improve jury service (01&06)	Court Administration; Presiding Judge; Clerk of Court	AOC; judges; Court Staff	High/High	Barriers: Funding; time and other priorities; lack of uniformity in the courts Opportunities: Willingness to change; in line with the AOC plan - priority at the state level; National Jury Study Center provides resources and information	LOW to HIGH Cost General Fund	3-4	
8.2 Distribute, collect, and analyze jury exit surveys (04)	Clerk of the Court; Court Administration	Court Administration; Judges; Limited Jurisdiction Courts	High/High	Barriers: Time Opportunities: Willingness to change; improved jury services	LOW Cost General Fund	1 (on-going)	

Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F9 <u>Emergency Preparedness</u> - Develop a comprehensive plan to respond to emergencies. (06)							
RATIONALE: Enhance safety and preparedness for staff and public.							
SUCCESS INDICATORS: Written comprehensive plan that has been successfully tested.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
9.1 Develop a Continuation of Operations Plan (COOP) for all courts in Flagstaff (06)	Court Administration; Chief of Security	Law Enforcement; Emergency Operations Center; First Responders; Judges	High/High	Barriers: Time; turf issues; communication Opportunities: Improve response to emergencies; improve public safety	LOW Cost General Fund	1-2	
9.2 Develop a Continuation of Operations Plan (COOP) for all outlying courts (06)	Court Administration; Chief of Security	Law Enforcement; Emergency Operations Center; First Responders; Judges	High/High	Barriers: Time; turf issues; communication Opportunities: Improve response to emergencies; improve public safety	LOW Cost General Fund	2-5	
9.3 Participate in county-wide emergency plan (06)	Court Administration; Emergency Operations Center	Courts; Security Staff; Presiding Judge	High/High	Barriers: Awareness Opportunities: Improve response time to emergencies; improve awareness; continue court operations	LOW Cost General Fund	1	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F10 <u>Add More Alternatives to Litigation, Rehabilitation Programs, and Sentencing.</u> (06)							
RATIONALE: Provide more options for judges and alternatives for defendants.							
SUCCESS INDICATORS: Reduce recidivism; expand the number of rehabilitation programs; provide better quality of life.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
10.1 Work with Intake Triage Unit (ITU) (06)	Court Administration	NARBHA; The Guidance Center; Community Organizations	High/High	Barriers: Money Opportunities: Better use of current programs; reduce strain on FMC and jail; improve quality of life	HIGH Cost General Fund; Grants; FMC	1-2	
10.2 Participate in the development of an in-custody treatment unit at the jail (06)	Court Administration; Drug Court Coordinator; Jail	NARBHA; City/County; Service Providers	High/Medium	Barriers: Money; voters approval of Jail District Tax Opportunities: Improve treatment; reduce recidivism; improve quality of life	HIGH Cost General Fund; Sales Tax	1-2	
10.3 Explore additional housing for participants of specialized courts (06)	Court Administration; Drug Court Coordinator	ITU Task Force; City/County	High/Medium	Barriers: Affordable housing; location; money Opportunities: Improve quality of life; reduce recidivism; success of treatment	MEDIUM Cost General Fund	1-5	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F11 <u>Criminal Justice Operations</u> - Coordination of criminal justice operations (CJCC) (06)							
RATIONALE: Build bridges between separate entities within the criminal justice system.							
SUCCESS INDICATORS: Programs and operations implemented across criminal justice boundaries.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
11.1 Continue to participate in CJCC (06)	Court Administration; Judges	Council members	High/High	Barriers: Time, loss of departmental autonomy Opportunities: Improve criminal justice system, improve communication, sharing reliable information, improving public image	MEDIUM Cost City and County General Fund	On-Going	
11.2 Expand pre-trial services to Limited Jurisdiction Courts (weekend) (06)	Court Administration; Adult probation	Felony Task Force; CJCC; Limited Jurisdiction Courts	High/Medium	Barriers: Money, recruitment/retention Opportunities: Provide reliable criminal justice background information to judges, improve in-custody release decisions, improve public safety	HIGH Cost City and County General Fund; Fill-the-Gap	1-2	
11.2.1 Provide training for all Limited Jurisdiction Judges for pre-trial reports (06)	Adult probation; Training coordinator	Court Administration; Limited Jurisdiction Court Judges	Medium/Low	Barriers: Time schedules Opportunities: Improve implementation of pre-trial services	LOW Cost City and County General Fund	1-2	
11.3 Preventative failure to appear notification program (06)	Court Administration; CJCC	Court Staff; Law Enforcement; Judges	High/Medium	Barriers: Money, time, training Opportunities: Reduce warrants, reduce jail/incarceration rate, increase customer satisfaction, decrease FTAs, increase revenue	MEDIUM Cost General Fund	1-5	

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: I1 <u>Comprehensive Court web-site</u> : Develop and launch a comprehensive web-site for Coconino County Courts to better serve its customers and provide important court information (e.g. forms, instructions, points of contract, general and case specific information).							
RATIONALE: Promote future access to justice via computers. Better serve customers, eliminate travel and reduce costs.							
SUCCESS INDICATORS: Measure number of hits the court web-site gets.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Implement and maintain content (01)	Court Administration	Web Design Committee; AOC ITD; County Information Systems	High to Moderate/Low and then increasing	Barriers: Staff resources; funding Opportunities: Staff learns new software; provide public information; reduce load on court for answering questions	MEDIUM Cost General Fund and/or Grants	2-3	
1.2 Place court calenders on web page (04)	Court Administration, I.T. Specialist, Judicial Assistant	County I.T, AOC	High/Medium	Barriers: Lack of uniformity Opportunities: Access to calenders by public and outside agencies	LOW Cost General Fund	1-5	
1.2.1 Expand court calendar to real-time access (06)	Court Administration; I.T.; Clerk of Court	Judges; Staff	High/Medium	Barriers: Time; resistance to change Opportunities: Improve customer service; improve access to justice	MEDIUM to HIGH Cost General Fund; Court Enhancement; JCEF	2-3	
1.3 Explore a web-based application to allow users to check case status (06)	Court Administration; I.T.	AOC; Attorneys; Clerk of Court	High/Medium	Barriers: Time; money; I.T. infrastructure Opportunities: Improve public access to information; improve customer service	MEDIUM to HIGH Cost General Fund; Court Enhancement; JCEF	2-3	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.4 Explore online access for juror responses (questionnaires, summons, and trial status) (06)	Clerk of Court; Court Administration	AOC; I.T.; Vendors	Medium/High	Barriers: Time; money; resistance to change Opportunities: Improve customer service; improve juror yield rates; cost savings	MEDIUM Cost General Fund; JCEF; Court Enhancement	2-3	

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY:12 <u>Integrated Justice Computer System</u> - Develop an integrated justice computer system based on open architecture that promotes the seamless exchange of information.							
RATIONALE: Improve productivity and eliminate duplicate entry. Reduce errors, enhance public safety, and increase the speed of access.							
SUCCESS INDICATORS: Eliminate duplicate entry, gain consistency and reliability, increased available information, data available in timely manner, improved judicial enforcement.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Assess success of Criminal Justice integration system (01)	AOC ITD, Courts, County Attorney	Courts; Clerk of Court; County Information System; ACJC	High/High	Barriers: Varying expectations of what integration will achieve; lack of discreet measurable results Opportunities: The pilot program allows for changes; this has been done elsewhere - models exist	LOW Cost General Fund	3-4	
2.2 Integrate court functions (Bind-overs, Probation) (01)	County Courts, AOC ITD	County Attorney; Clerk of Court; County Information System	High/Medium	Barriers: Technology; multiple hardware/software platforms; multiple jurisdictions; funding; lack of staffing Opportunities: A federal priority - federal funds available; cooperation between criminal justice groups	HIGH Cost General Fund, State/Federal Funds	3-4	
2.3 Implement software changes to automatically make address corrections for jury management (03)	Court Administration, I.T. Specialist, Flagstaff Municipal Court	AOC; Clerk of Court	Medium/Low	Barriers: Time; priority; automation priority Opportunities: More correct addresses for jurors	MEDIUM Cost General Fund	1	2
2.4 Automate bind-over process from Justice Court to Superior Court in conjunction with a new case management system (03)	Court Administration, I.T. Specialist	AOC; Clerk of Court	Medium/Low	Barriers: Time; money; automation priority Opportunities: Streamline of paperwork procedures	MEDIUM Cost General Fund	2-3	

Coconino County Courts Justice 2025 Strategic Plan

Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.5 Implement and integrate electronic field citations with law enforcement agencies (06)	Court Administration; F.P.D.	AOC; IT; CJI; Other Law Enforcement Agencies	High/Medium	Barriers: Implementing new technology; money Opportunities: Improve efficiencies; cost savings; improve legibility; improve data integrity	HIGH Cost Grants; General Fund; Court Enhancement	1-3	
2.6 Expand infra-structure computer network (i.e. T-1) (Fredonia) (06)	County; I.T.	Other Fredonia County Departments; Court Administration; County	Medium/Medium	Barriers: Money Opportunities: Increase data transmission speed (“A need for speed”); cost savings after installation	MEDIUM Cost General Fund; Court Enhancement	1-2	2

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY:13 <u>Information Technology Assessment</u> - Periodically assess current information and technology developments. Coordinate with other entities to annually assess and plan information technology developments.							
RATIONALE: Avoid obsolescence, plan budget strategies adequately, leverage investments.							
SUCCESS INDICATORS: Conformity with assessment tools and goals.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1= Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY:14 <u>Interactive Web Site</u> - Develop and launch an interactive web site that provides for electronic filing and payments.							
RATIONALE: Improve effectiveness and efficiency, regardless of location - improve access.							
SUCCESS INDICATORS: Increase collections, decrease data entry, increase accuracy, resolve cases more quickly and increase customers' opportunity to use technology for assistance.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Implement on-line payments (via FARE) (01&04&06)	Court Administration, AOC	County/City Budget and Finance; County Information Systems; Clerk of Court; Court Staff; Adult Probation	High/High	Barriers: Bank surcharges; security and confidentiality Opportunities: Increased acceptance of e-commerce and on-line banking, programs exist	MEDIUM Cost General Fund and Grants	1-2	
4.2 Adopt standardized forms (01)	AOC, Court Systems User Group, Court Administration	Self-Help Forms Committee; Bar Association	High/High	Barriers: Turf issues; divergent jurisdictions Opportunities: State level committee - a history of standardized forms	HIGH Cost General Fund and Grants	3-4	
4.3 Implement e-filing (01&06)	AOC, Court Systems User Group, Court Administration	Self-Help Forms Committee; Bar Association	High/High	Barriers: Turf issues; divergent jurisdictions Opportunities: State level committee - a history of standardized forms	HIGH Cost General Fund and Grants	3-5	
4.4 Implement document management systems (01&06)	AOC, Court Systems User Group, Court Administration	Self-Help Forms Committee; Bar Association	High/High	Barriers: Turf issues; divergent jurisdictions Opportunities: State level committee - a history of standardized forms	HIGH Cost General Fund and Grants	4-5	

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4.5 Explore accepting online payments (06)	Court Administration	AOC; I.T.; Budget; Finance Departments; Clerk of Court; City/County	High/High	Barriers: Bank surcharges; secure transactions and encryptions; integration to the case management system Opportunities: Improve customer service; improve public access; increase revenues	LOW to MEDIUM Cost General Fund; Court Enhancement; JCEF	1-3	
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.6 Explore integration of online payments with automated case management system (06)	Court Administration	AOC; I.T.; Clerk of Court; Budget; City/County Finance	High/High	Barriers: Bank surcharges; secure transactions and encryptions; integration to the case management system Opportunities: Improve customer service; improve public access; increase revenues	LOW to HIGH Cost General Fund; Court Enhancement; JCEF	1-3	
4.7 Explore the development of interactive court forms (06)	Court Administration; Self Help Center	Judges; AOC; Clerk of Court; I.T.	High/High	Barriers: Time; money; resources; statewide e-filing standards Opportunities: Statewide e-filing standards; improve customer service; improve public access; improve case processing	HIGH Cost General Fund; Court Enhancement; JCEF	2-5	

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q1 <u>Pro Se Litigant Services</u> - Expand services, forms, and publications for pro se litigants.							
RATIONALE: Make the system more comprehensible and user friendly.							
SUCCESS INDICATORS: Survey pro se litigants; process cases more efficiently; evaluate court personnel's experience with pro se cases; meet increase demand by the public.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Study the modification/ simplification of court rules/procedures for pro se cases (01)	Court Administration; Legal Aid	AOC; AJC; State Bar; County Bar	High/High	Barriers: Tradition; case precedents; red tape; current rules and procedures Opportunities: Current increases in pro se cases and program - impetus for simplifying courts rules and procedures; build on the existing work of AOC; in line with Arizona Supreme Court goals	LOW Cost General Fund	1-2	
1.2 Produce videos to educate pro se litigants (01)	Judicial Education Committee	AOC; Local Cable T.V.; NAU; Local Bar; Local Library; Judges	High/High	Barriers: Funding time Opportunities: NAU studio; AOC studio	HIGH Cost General Fund and/or Grants, private donations	1-2 (on-going)	
1.3 Explore creating a position to assist pro se litigants (06)	Court Administration	DNA; Bar Association	High/High	Barriers: Money, State Bar ethical issues, space Opportunities: Improve customer service; improve public access; improve compliance with court process.	MEDIUM to HIGH Cost General Fund, DNA, United Way, Grants	2-4	
1.4 Expand the number of self help forms (06)	Law Library Specialist	DNA; Judges	High/Medium	Barriers: Time Opportunities: Improve customer service; improve public access; improve compliance with court process; improve case	LOW Cost General Fund, DNA, United Way,	1-5 (on-going)	

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				processing.	Grants		
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.4.1 Translate additional self help forms into Spanish (06)	Law Library Specialist; Interpreter Coordinator	DNA; Translation Vendor	High/Medium	Barriers: Time Opportunities: Improve customer service; improve public access; improve compliance with court process; improve case processing.	MEDIUM Cost General Fund, DNA, United Way	1-5 (on-going)	

Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q2 <u>Service Assessment Mechanism</u> : Establish an ongoing customer relations and services function within the courts to ensure quality and availability of court services for diverse consumer groups.							
RATIONALE: Decrease frustration; solve systematic problems; foster greater respect for the system; increase participation by litigants.							
SUCCESS INDICATORS: Increase number of participants; customer satisfaction survey results; service provider evaluations of case processing.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Develop a training program for volunteers (01)	Volunteer Coordinator/ Ombudsperson; Training Coordinator	County Agencies; Court staff; other Ombudsperson; city agencies	High/High	Barriers: Inter-governmental agreements; diverse locations for volunteers	MEDIUM Cost General Fund and/or Cost	3-5	
2.2 Expand court services into rural areas to explain various court processes (01)	Court Administration; Legal Aid	Judicial Education Committee; individual courts	High/High	Barriers: Geographical area; funding Opportunities: Strong desire by Legal Aid to provide information to outlying areas	MEDIUM Cost General Fund and/or Grants	1-3	

Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q3 <u>Limited Jurisdiction Court ADR</u> : Expand the use of Alternative Dispute Resolution (ADR) in limited jurisdiction courts.							
RATIONALE: Solve problems at first point possible; use less expensive methods; avoid escalation of conflict through early intervention; cost effective.							
SUCCESS INDICATORS: The number of cases referred and resolved through ADR; increase resources for cases that are not resolved through ADR.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Study how to design ADR programs appropriate for JP and Municipal courts (01)	Presiding Superior; JP and Municipal judges	Court Administration; ADR Director; NAU	High/High	Barriers: Judicial productivity credit system is a disincentive to implementation Opportunities: Mediators are available for this function on a volunteer basis; also through NAU	LOW Cost General Fund and/or Grants	1-2	
3.2 Implement an ADR Program in the limited jurisdiction courts (01)	Presiding judges; Court Administration	ADR Director; prosecutors; local bar	High/High	Barriers: Funding; training; turf Opportunities: Existing Superior Court program; city council support; mediators are available for this function on a volunteer basis; also through NAU	LOW to HIGH Cost General Fund	2-3	
3.3 Explore using community mediation program for limited jurisdiction court cases (03)	Court Administration	ADR Director; ADR Coordinator	High/High	Barriers: Judicial productivity credits; time; money Opportunities: Provide ADR services to limited jurisdiction courts	MEDIUM Cost General Fund and/or Grants	1-3	
3.4 Expand Superior Court ADR program into other areas of the Court (06)	ADR Coordinator	Court Administration; Judges; State Bar; Clerk of the Court	High/High	Barriers: Funding, time, and turf Opportunities: Provide expanded mediation services and improve customer service	MEDIUM General Fund Court Enhancement and/or Grants	1-3	

Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q4 <u>Community ADR & Conflict Management</u> - Promote the use of ADR and other conflict management techniques through community-based agencies, programs, and venues to cultivate community restoration rather than "winners and losers".							
RATIONALE: Help people avoid court involvement and aggravation; saves money.							
SUCCESS INDICATORS: Fewer cases filed.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Develop programs that meet identified needs (01)	ADR Coordinator	NAU; Limited Jurisdiction Courts; Superior Court; City and community groups; Clerk of the Court	High/High	Barriers: Time; turf; differing perceptions of ADR and its function/role; funding Opportunities: Strong interest in ADR by community; current advocacy system is expensive and lengthy; ADR is less confrontational	MEDIUM to HIGH Cost General Fund, Grants, and/or Donations	1-5	
4.2 Develop partnerships using existing community resources (01)	ADR Coordinator	NAU; Limited Jurisdiction Courts; Superior Court; City and community groups; Clerk of the Court	High/High	Barriers: Time; turf; differing perceptions of ADR and its function/role, funding Opportunities: Strong interest in ADR by community; reduce cost and improve time frames in the current advocacy system; ADR is less confrontational	LOW Cost General Fund	On-going	

Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Structure & Administration</i>							
STRATEGY: S1 <u>Professional Development and Technology Training</u> - Develop a mandatory, comprehensive training program that promotes individual growth, professionalism and promotes skills and attitudes necessary to deal with a diverse customer base, fellow employees and state of the art technology, including career paths.							
RATIONALE: Public image, system efficiencies; improve data information collection and analysis.							
SUCCESS INDICATORS: Less complaints, phone calls, better trained staff offering better customer service.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Develop Needs Assessment and curriculum (01)	Training Coordinator	Supervisors; Judges; Staff	High/High	Barriers: Differing needs by courts; money Opportunities: Willingness of all courts to participate; assistance of COJET	LOW Cost State/Local JCEF	1	
1.2 Develop a computer accessible procedure manual for court staff (include FAQ questions) (06)	Training Coordinator	Clerk of Court; Supervisors; Law Library Specialist; I.T.; Court Administration; AOC; Justice Courts	High/High	Barriers: Time; procedural differences among courts Opportunities: Improve customer service; improve training of court staff; improve staff confidence; establish uniformity	LOW Cost General Fund, JCEF	1-5	
1.3 Participate in the development of the Court Leadership Institute of Arizona (CLIA) (06)	AOC	Court Administration; Judges; AASCA; LJCAA; Clerks Association	Low/Low	Barriers: Money, time, size of project Opportunities: Succession Planning; improve training opportunities; improve staff retention	LOW Cost State/General Fund	1-5	

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FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S2 <u>Strategic Planning Implementation and Evaluation</u> : Establish a structured, on-going implementation and evaluation function within the office of the county Court Administrator, which includes community input, to regularly review and update the court strategic plan, and other court innovations. Evaluation will include benchmark research, trial court performance evaluation, and customer and employee satisfaction surveys.							
RATIONALE: Benchmarks needed to show success or how well the court is doing - evaluating tool; need feedback; helps substantiate activities; need to verify; help justify resources/money; notices to community about what the courts are doing.							
SUCCESS INDICATORS: Benchmark evaluations; publish and implement strategic action plan.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Publish strategic plan (01&06)	Management Team	Judges; Clerk of the Court; Key staff	High/High	Barriers: Time to produce report Opportunities: Process has started; has momentum	LOW Cost General Fund	1	2
2.2 Hold annual meeting to review plan - smaller than initial group (01)	Court Administration	Management Team	High/High	Barriers: Time availability; Cost Opportunities: Community support	LOW Cost General Fund	1	2
2.3 Review achievements and refine strategic plan as necessary (01)	Court Administration	Management Team; NAU research staff	High/Low	Barriers: Problems collecting data Opportunities: Expand and improve current strategic plan.	LOW Cost General Fund	On-going	
2.4 Plan a Stakeholder Strategic Conference in 2010 (06)	Court Administration	Management Team	Medium/Medium	Barriers: Time availability; cost Opportunities: Community support	MEDIUM Cost General Fund	1-2	

Coconino County Courts Justice 2025 Strategic Plan

FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S3 <u>Limited Jurisdiction Court Consolidation</u> - Create task force to explore greater collaboration and continuity among county courts.							
RATIONALE: Explore levels of consolidation; find driver of process; understand political factors.							
SUCCESS INDICATORS: Courts are easier to use, increase public support, less internal and external confusion, better service, less complaints, efficient case processing ***.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Create taskforce - continue existing Court Administrators Coordination Committee (CACC) (01)	Presiding Judge	Court Administration; Board members; add new members to existing committee; City Attorney; County Attorney; Public Defender; Bar; court staff; Law Enforcement; D.P.S.; City/County Managers Office	High/High	Barriers: Turf; salary; disparities Opportunities: Career potential for staff; greater customer services; increased collaboration; less work.	LOW Cost General Fund	1-5 (dependent upon location)	
3.2 Implement changes that system allows (01)	Presiding Judges	Court Administration; Board members; City Council members; add new members to existing committee; City Attorney; County Attorney; Public Defender; Bar; court staff; Law Enforcement; D.P.S.; City/County Managers Office	High/High	Barriers: Vested interest; jurisdictional issues; salary structures; etc. Opportunities: Recognized inefficiencies would promote change; save money though consolidated resources; stop duplication; improve facilities	LOW, MEDIUM or HIGH General Fund	1-5	

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STRATEGY: S4 <u>Recruitment/Retention</u> - Improve salaries, benefits, training to promote and professionalize staff. (06)							
RATIONALE: Recruit, retain, and develop quality court staff							
SUCCESS INDICATORS: Improve retention ratio; improve employee morale and satisfaction; improve quality of work.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Complete							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Participate on the Compensation Committee (06)	Court Administration	County/City Management; employees; human resources	Medium/Low	Barriers: Time; possible funding issues Opportunities: Input into compensation programs; obtain better pay and benefits.	LOW Cost General Fund	1-5	
4.2 Participate on Strategic Committee on Recruiting, Retaining, and Developing staff (06)	Court Administration	County/City Management; Employees; human resources	Medium/Low	Barriers: Time; possible funding issues Opportunities: Improve recruitments, development and retention of staff.	LOW Cost General Fund	1	
4.3 Explore a court-wide personnel and compensation system for all employees (06)	Court Administration	City/County Management; employees; human resources	Medium/Low	Barriers: Time; possible funding issues Opportunities: Improve recruitments, development and retention of staff.	HIGH Cost General Fund	1-5	
4.4 Provide opportunities for staff to attend Supervisory Academy (06)	Court Administration; Judges	Supervisors	Low/Low	Barriers: Time; travel; money Opportunities: Improve staff development; improve retention; improve staff morale.	LOW Cost General Fund, Court Enhancement	1-5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.5 Provide opportunities for staff to attend Court Leadership Institute of Arizona (06)	Court Administration	AOC	Low/Low	Barriers: Time; travel; money Opportunities: Improve staff development; improve retention; improve staff morale	LOW Cost General Fund, Court Enhancement	1-5	
4.6 Continue to utilize assessment tools to measure leadership and court office environment (06)	Court Administration	Court Administration Staff	Low/Low	Barriers: Willingness to truthfully communicate. Opportunities: Improve leadership style; improve work environment.	LOW Cost General Fund	1-5	