

Coconino County Courts
Justice 2020
Strategic Plan – Final

6.29.2010

FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C1 <u>Justice System Partnerships</u> . 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.							
RATIONAL: Build trust. Educate about legal process - understanding the “whys” for procedures.							
SUCCESS INDICATORS: “Teen Group” and other related program participants will come out of summer program with education (DARE, Blockwatch, Junior Achievement). Increased 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; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Establish/identify inventory of existing resources and needs	Court Administration (potential internship project)	Probation departments; schools; Social/Health Services; law enforcement; Bar Association; Tribes; NAU	High/High	Barriers: Staffing, lack of centralization of information within an entity Opportunities: Potential internship project; volunteers; consolidate published information; frequent organizational change	LOW Cost General Fund and/or Grants	1	2
1.2 Establish new partnerships where a need has been identified or a gap exists	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	2-T
1.2.1 Identify and develop curriculum (utilize best practice curriculum)	Judicial Education Committee and designated faculty	Entity with whom you are partnering (i.e. coordinate with identified partners); work with established programs	Medium (time intensive)/Low or N/A	Barriers: Time, budget Opportunities: Utilize established curriculum; opportunity to update established curriculum; provide a consistent message	LOW Cost General Fund, Grants, and/or Donations	2-3	2
1.2.2 Establish speakers bureau (i.e. recruit volunteers) to spread established curriculum	Judicial Education Committee/Court Administration	County/State Bar; offenders; schools	Medium/Medium	Barriers: Time Opportunities: Enhance public image/breakdown stereotypical thinking in community	LOW Cost General Fund, Grants, and/or Donations	1	0
1.2.3 Utilize media more effectively	AOC/County PIO	Media	High/High	Barriers: Mistrust of media; time Opportunities: Expose; establish/develop rapport	NO Cost	1-5	1-T

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1.3 Integrate/partner with existing programs (i.e. DARE, Blockwatch, Junior Achievement, other community based programs)	Judicial Education Committee/Presiding Judge	Governmental agencies; community representatives; elected officials	High/High	Barriers: Turf issues and political barriers and imposed pressures Jurisdictional barriers; categorical funding Opportunities: Consolidate limited resources; omit duplication	LOW Cost General Fund and/or Grants	1-5	0
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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.							
RATIONAL: 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 that 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 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Establish a Drug Court Task Force	Presiding Judge	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	Barriers: Public perception that the program is soft on crime, financially sustaining a program over time, Prop 200 cases, limited treatment providers Opportunities: Cross Jurisdictional support, available federal funds, other drug courts, established infrastructure and health services, state monies	HIGH Cost (initially, but over the long run the program will reduce costs across the board) Grant Funds both federally and state (FTG and CPAF...)	1	2
2.2 Develop Mission Statement of the Drug Court	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2
2.3 Develop Goals for the Drug Court	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2
2.4 Identify Target Population	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2
2.5 Explore Funding Options	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2-T

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2.6 Identify Treatment Resources	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2
2.7 Review other substance abuse courts/site visits	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2
2.8 Identify kind of substance abuse court and develop protocols, policies, and procedures (performance measures), and implement program	Drug Court Task Force	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	None	LOW Cost Fill-the-Gap/ General Fund	1	2
2.9 Reassess Program	Drug Court Task Force	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-T
2.10 Explore other specialized courts	Presiding Judge	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	1-T
2.11 Expand drug court to Page (N - 03)	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	1-2	1-T
2.12 Re-evaluate drug court program due to Prop.302 impact on misdemeanors (N - 03)	Court Administration	Drug Court Team, Drug Court Advisory board	Medium/Low	Barriers: Time Opportunities: Provide reason for continued re-assessment of drug court	LOW Cost General Fund	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 in the community.							
RATIONAL: Results 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 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Identify Existing Community Resources and groups focused on Domestic Violence (city, county, community, private and state level)	Court Administration	Victim Witness, Prosecutor's Office, AOC DV Coordinator, Social Services Providers, Health Services	High/High	Barriers: Unlimited list of existing groups Opportunities: Every group is driven and motivated, state and national support	LOW Cost General Fund	1	2
3.2 Clarify a judge's role in participating in Domestic Violence Committees	Court Administration	All judges, AOC, Commission on Judicial Conduct	High/High	Barriers: Existing perceptions about the judge's role Opportunities: Judicial willingness to be involved, if ethical	LOW Cost General Fund	1	2
3.3 Develop a co-ordinated DV Task Force - within representatives from the various existing groups	Presiding Judge	Court Administration and all DV Groups	High/High	Barriers: May not be ethical for judges to participate, potential for these groups to be resistant to the court taking control - i.e. the court is viewed as the problem, turf issues, inability to get widespread participation Opportunities: Groups driven, state and national support	LOW Cost General Fund	1	2
3.4 Identify needs in the community and develop appropriate responses, including coordination of DV legislation	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	1-T
3.4.1 DV Training for	Court	Emergency Services	High/High		LOW Cost	1-2	1-T

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court staff	Administration, COJET	Director, Victim Witness, AOC (DV and ED Services)		Opportunities: Willingness of DV experts to offer training	General Fund		
3.4.2 Coordinate Brady Response	Deputy Court Administrators	Law Enforcement, County and City Attorney, Limited Jurisdiction Judges	High/Medium	Barriers: Lack of understanding as to what Brady is, lack of ability to track DV cases, limited information Opportunities: Federal mandate	LOW Cost General Fund	1	2
3.5 Court Administration attend Domestic Violence Coordinating Council meetings (N - 03)	Court Administration	Law Enforcement, victim witness, county attorney defender	High/High	Barriers: Time Opportunities: Develop partnerships with other agencies to increase domestic violence awareness	LOW Cost General Fund	1	2-T
3.6 Explore the establishment of a consolidated OP/IAH Court in Flagstaff (N-04)	Court Administration	County, City of Flagstaff	Medium/High	Barriers: Time, cost Opportunities: Improved services	MEDIUM Cost General Fund	1-2	0-T

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C4 <u>Public Information and Services</u> . Provide a mechanism for continued community involvement, as well as feedback and input from customers to improve service delivery.							
RATIONAL: 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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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Develop customer surveys	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	2-T
4.2 Judicial Evaluations	Presiding Judge, City Council	Presiding Judge, City Council	High/High	Barriers: None Opportunities: Input from system users	LOW Cost General Fund	1	1
4.3 Suggestion Boxes	Presiding Judge, Court Administration	Elected Court Officials, Court Department Heads	High/High	Barriers: Lack of control over content of the suggestions, specific versus general responses, limited basis on which to justify the nature of the complaint Opportunities: Public input	LOW Cost General Fund	1	1
4.4 Focus Groups (Community Forums)	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	2-T
4.5 Bring Stakeholder Groups together to review the strategic plan every 3 years	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	3	1-T
4.6 Judicial Outreach	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	1-T

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4.7 Employ a Public Information Officer	Presiding Judge, Court Administration	City, County, AOC	Medium/Medium	Barriers: Funding, finding a competent PIO, community confusion over the individual's role. Opportunities: Fits in with Board's goals, wide court support	HIGH Cost General Fund	5	0
4.8 Annually review Justice 2020 plan with management team (N - 03)	Presiding Judge, Court Administration	Justice 2020 Management Team	High/High	Barriers: None Opportunities: Obtain feedback from Justice 2020 management team	LOW Cost General Fund	1	1-T
4.9 Prepare an educational presentation regarding the court system (N-04)	Field Trainer	Court Administration, AOC	Medium/Medium	Barriers: Time Opportunities: Improved public information	LOW Cost General Fund	1	0-T

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: <u>C7 Cultural and Ethnic Sensitivity and Responsiveness</u> . Implement a system that is culturally and ethically responsive based on reciprocity and empowerment through mutual interaction and respect for all.							
RATIONAL: Provide the opportunity for equal 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 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
7.1 Identify county/city demographics, cultural diversity needs, and model programs that address diversity.	Court Administration	County, cities, NACOG, NAU	High/High	Barriers: N/A Opportunities: New census data	LOW Cost General Fund and/or Grants	1	1
7.2 Select and implement appropriate programs	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	1-T
7.2.1 Recruit and select staff in a culturally diversified and multilingual manner at all levels	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	1-T
7.2.2 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.	Court Administration/ Legal Aid	AOC, Local Bar, NAU	High/High	Barriers: Time, money, and 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	1-T
7.2.3 Diversity training for all court staff	COJET Training Coordinator	Judicial Education Committee, COJET Committee, AOC - Commission on	High/High	Barriers: Cost, facilities, lack of expertise Opportunities: NAU faculty members and student groups	MEDIUM Cost General Fund and/or Grants	1-3	1-T

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		Minorities, Court Administration					
7.3 Track court interpreter usage needs (N-04)	Interpreter Coordinator	Court Administration	Medium/Medium	Barriers: Time Opportunities: Determine if additional interpreters are warranted	LOW Cost General Fund	1	1-T
7.3.1 Explore expanding court interpreter staffing level (N-04)	Court Administration	County, City of Flagstaff	Medium/Medium	Barriers: Time, money Opportunities: Improved level of interpreter services	MEDIUM Cost General Fund	1-2	0-T
7.4 Develop a non-English skills training for court staff (N-04)	Interpreter Coordinator, Field Trainer	Court Administration	High/High	Barriers: Time Opportunities: Improved customer service for non-English speaking clients	LOW Cost General Fund	1-2	0-T
7.5 Participate in the development of a statewide certification program for court interpreters (N-04)	AOC	Court Administration, Interpreter Coordinator	Medium/Medium	Barriers: Time Opportunities: Improved level of skills for court interpreters	LOW Cost General Fund	1-2	1-T

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F2 <u>New Funding Options</u> . Look at new ways to use existing funds - reallocation of resources.							
RATIONAL: 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 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Research existing state court funded systems	Court Administration	AOC, National Center for State Courts, NAU	Low/Low	Barriers: Cannot get off the ground with the legislature, availability of sufficient state funding, potential for division of existing court system Opportunities: Legislature continues to consider the idea, other states have done it and have existing information and resources, limited state infrastructure in superior courts	LOW Cost General Fund	1-2	0
2.2 Research Best Practices Materials for Funding options for various programs	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	1-T
2.3 Explore alternatives for spending Fill-the-Gap allocation	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	1-T
2.4 Explore a CPAF grant request for a part time .50 Superior Court Division (N-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	0-T
2.5 Recommend the Board of Supervisors approve local Integrated Family Court (IFC) fees	Presiding Judge, Court Administration,	Board of Supervisors, IFC Committee	High/High	Barriers: Access to justice issues Opportunities: Establish an improved process to handle	HIGH Cost Fees, grants,	1-2	2

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(N-04)	Juvenile Court			juvenile/family court cases	General Fund		
2.6 Prepare and submit a Homeland Security grant for improved court security (N-04)	Court Administration Criminal Justice Integration team	Facilities	High/Medium	Barriers: Money Opportunities: Improved Courthouse security	LOW Cost Grant, General Fund	1	2
2.7 Request the Board of Supervisors adopt local probate fees (N-04)	Court Administration	Board of Supervisors	High/Medium	Barriers: Access to justice issues Opportunities: Improved accounting and investigative services	LOW Cost General Fund	1	2

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F3 <u>Safety Protocols & Security Training</u> . Develop and implement a safety protocol and security training program for all courts within Coconino County.							
RATIONAL: Safety of public, staff and participants (victims, 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.							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Develop multi-disciplinary task force to make policy recommendations on safety and security	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-T
3.2 Develop an Incident Reporting system of safety/ security incidents in countywide courts	Security Chief, Court Administration	Task Force, Judicial Security Officers	Low/Low	Barriers: Perception of increased paper work, failure to comply with reporting requirements Opportunities: Identify problem areas	LOW Cost General Fund	1	2
3.3 Conduct a safety/security needs assessment	Court Administration	County Manager, Finance, AOC (funding agencies), Facilities Department, Judicial Security Officers, Building Occupants, U.S. Marshals, State Risk Management	High/High	Barriers: Funding, geography - all courts in the county would have to be assessed, time commitment, many diverse needs exist Opportunities: Safety, everyone involved gets input, ability to identify problem areas, renovation in progress and people are adapting to change	LOW to MEDIUM Cost General Fund	1-2	2
3.4 Design safety/security curriculum based on unique assessed needs of each court and implement training	Presiding Judge, Court Administration, Chief Security Officer	Security/Safety experts, Judicial Security Offices, Facilities Department, Law Enforcement, All Building Occupants	High/High	Barriers: Funding, availability of experts, limitation of facilities, resistance to change Opportunities: Cost avoidance, standardization	MEDIUM Cost General Fund	2-3	2

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F4 <u>Increased Access to Facilities</u> . Explore and promote accessibility to court facilities and services, particularly for those physically impaired.							
RATIONAL: Everyone should be able to fully utilize the court system and have access to court services.							
SUCCESS INDICATORS: Facilities properly accommodate; no public complaints; anyone can access court services and participate.							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Conduct an ADA reassessment and review compliance plan	Court Administration, Facilities, State ADA Coordinator	All Building Occupants, AOC, Governor's ADA Office, The Board, City/County Facilities	High/High	Barriers: Time, expertise, tedious Opportunities: Renovation in progress, city is already conducting a space assessment study	LOW Cost General Fund	1-3	2
4.2 Work with the Facilities Department and funding sources to make changes, including exploring technology to promote access	Court Administration	City/County Facilities	High/High	Barriers: Funding Opportunities: Renovation in progress, city is already conducting a space assessment study	LOW to HIGH Cost General Fund	1-3	2-T

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F5 <u>Customer Information & Services</u> . Improve customer information and general public services in a central courthouse location (information booth).							
RATIONAL: Greater Access; dignity and respect; stakeholder role are important.							
SUCCESS INDICATORS: Surveys, feedback							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
5.1 Provide access to court databases from one terminal (court staff could access multiple court databases from a single terminal)	AOC ITD Staff	Court Administration, Clerk of Court, Justice of the Peace	High/High	Barriers: Turf issues, fear of technology, lack of technical resources Opportunities: Pooling of resources	MEDIUM Cost General Fund	3-5	2
5.2 Develop Signage Program	County/City Facilities	Court Administration, Clerk of Court, Judges, Security	High/High	Barriers: Coordination between agencies, resources Opportunity: Increased information to public on initial contract; uniformity	MEDIUM Cost General Fund	1-2	2-T
5.3 Create a staffed customer service center inside entrance	Court Administration, Clerk of Court	Facilities Department, judges	High/High	Barriers: Funding Opportunities: Pooling of funding resources	MEDIUM Cost General Fund	1-3	0-T
5.4 Redesign information on paperwork so people know where to appear	Court Administration	Representatives from all courts and clerk of court, law enforcement, AOC	Low/Low at first, High when done	Barriers: Consensus difficult, cost to print, new forms, lack of cooperation Opportunities: Forms can be redesigned without substantial cost, since they must be reprinted often	LOW Cost General Fund	2-3	1
5.5 Explore establishing a central call center to serve all courts in the county (phone calls)	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	0-T

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5.6 Have court employees wear badges so customers would know whom to ask for information, directions	Presiding Judge, Court Administration, Clerk of Court	Facilities, Security, Court Staff	High/High	Barriers: Staff resistance, enforcement and maintenance, cost Opportunities: Fits in with security needs, improves customer service	MEDIUM Cost General Fund	1-2	2
5.7 Explore taking payments by any court in the county	Court Administration	AOC	Medium/High	Barriers: Time, AOC I/T division priorities Opportunities: Improved customer service, increased revenue	MEDIUM Cost General Fund	1-2	1-T
5.7.1 Provide payment of FARE cases via a single website for payments and Integrated Voice Recognition (IVR) technology (N-04)	AOC, Court Administration	Limited Jurisdiction Courts	High/High	Barriers: Time, AOC priorities Opportunities: Increased revenue collection options	LOW Cost General Fund	1	1-T
5.8 Develop a customer service training program (N-03)	Field Trainer, Court Administration	Court Staff	High/High	Barriers: Time Opportunities: Improved customer service	LOW Cost	1-2	1-T

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F6 <u>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.							
RATIONAL: 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.							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
6.1 Explore the formation of a group of justice system stakeholders within Coconino County that advocates for change of court rules and state statutes with regard to simplified court processes, information exchange and increased access to centralized information.	Presiding Judge	All Courts, AOC, State Legislators, County Board Associations, League of Cities and Towns, Clerk of court	High/High	Barriers: Current statutes, laws and paradigms, diverse needs of stakeholders, difficulty in making change Opportunities: Existing AOC committee structure, community desire for simplification, Commission on Technology	LOW Cost General Fund	2-3	1

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F7 <u>Enforcement of Court-Ordered Sanctions</u> . Explore and expand alternatives to improve the enforcement of court ordered sanctions (e.g. fine collections, restitution).							
RATIONAL: Efficiency, case management, consistency, predictability of system. Better for public, services available - judge and attorney expertise. "It's the right thing to do." - 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 properly. Institutionalized accountability.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed; T=Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
7.1 Explore changes in legislation that improve the enforcement of court ordered sanctions	Court Administration, Adult Probation, Clerk of Court, AOC	Judges, Judicial Management, City and County Finance/Budges	Medium/High	Barriers: Bureaucracy, uncertainty with the legislative process Opportunities: Chief Justice has this as a focus in 2002	LOW Cost General Fund	1-5	2
7.2 Use Model Court Collection Manual (Best Practices) to improve collection techniques by assessing each court's need	Court Administration, Clerk of Court, Adult Probation	AOC	Low/Low	Barriers: Resistance to change, lack of awareness of the Model Court Collection Manual, staffing problems, funding, diverse perspectives on the judges' role, technology Opportunities: Existing research - the Manual, RFQ with private collection agencies, public support for improved collections, existing models using a variety of collections options, Supreme Court support	LOW Cost General Fund	1-3	1
7.3 Develop partnerships between courts to establish uniform collection procedures	Court Administration, Clerk of Court, Adult Probation	Judges, court staff, AOC	Low/Low	Barriers: Resistance to change, lack of awareness of the Model Court Collection Manual, staffing problems, funding, diverse perspectives on the judges' role, technology, turf Opportunities: Existing research - the Manual, RFQ with private collection agencies, public support for improved collections, existing models using a variety of collections options, Supreme Court support	LOW Cost General Fund	4-5	2

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7.4 Work with state to develop a collection module with increased functionality (N - 03)	Court Administration, AOC	Clerk of Court, Other courts	High/Medium	Barriers: Time, money, priority Opportunity: More effective method to enforced judgments, increase revenue	MEDIUM Cost General Fund	1-3	1-T
7.5 Work with state to implement centralized collections program (FARE) (N - 03)	Court Administration, AOC	Clerk of Court, Other courts	High/Medium	Barriers: Time Opportunities: Provide greater feedback on proposed programs	LOW Cost General Fund	1-2	1-T
7.6 Enhance court collection through automated Failure to Comply (FTC) letters (N-03)	Court Administration, AOC	Tucson Municipal Court	High/Medium	Barriers: Time, automation limitations Opportunities: Increased revenue	MEDIUM Cost General Fund	2-3	1
7.7 Review current fee structure and explore alternative fees (N-03)	AOC, Court Administration	Presiding Judge, Board of Supervisors, County Manager	High/Low	Barriers: Decreased public access, more fee deferrals Opportunities: Increased revenue	LOW Cost General Fund	1-2	1-T
7.8 Contract with private collection agency for delinquent accounts (N-03)	Court Administration	Judges, Board of Supervisors, County Manager	High/Medium	Barriers: Time, privacy Opportunities: Increased revenue	LOW Cost General Fund	1-2	1
7.9 Participate in the development of a new case management system that has an interactive collection module for courts and outside agencies (N-04)	Court Administration	AOC	High/Low	Barriers: Time, money Opportunities: Improved case processing; improved revenue collections	HIGH Cost General Fund	2-5	1-T

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F8 <u>Case Management Assessment</u> . Periodic assessment of felony, civil, and domestic relations case management systems.							
RATIONAL: Efficiency, case management, consistency, predictability of system. Better for public, services available - judge and attorney expertise. "It's the right thing to do." - 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; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
8.1 Periodic assessment of case management systems.	Court Administration, Caseflow Manager	Judges, Bar Association	High/High	Barriers: Lack of accurate data, retrieval issues, time Opportunities: Willingness to change, consultants under contract	LOW Cost General Fund and/or Grants	1	1-T
8.2 Design re-engineering plans as needed and implement	Court Administration, Caseflow Manager	Judges, Bar Association	High/High	Barriers: Funding, lack of staffing resources Opportunities: Willingness to change, consultants under contract	LOW to HIGH Cost General Fund	1-3	1-T

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F10 <u>Juror Utilization & Treatment</u> . Explore alternative techniques for the most efficient utilization and treatment of jurors.							
RATIONAL: The role of jurors is essential. The courts have an obligation to treat citizens with respect and efficiency.							
SUCCESS INDICATORS: Statistics - number of jurors showing up; positive survey responses.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed ; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
10.1 Conduct juror utilization study and exit interviews, including review of national literature and jury, The Power of 12	Clerk of the Court, Court Administration	Court Administration, Judges, Limited Jurisdiction Courts, AOC, NAU	High/High	Barriers: Not seen as a top priority, time, funding, facilities, cross-jurisdictional differing needs Opportunities: Willingness to change, in line with the AOC plan - priority at the state level, National Jury Study Center provides resources and information	LOW Cost General Fund	1-3	2
10.2 Develop plan to improve juror service, including juror appreciation plan and coordination of jury service	Clerk of Court, Court Administration, Judges	Former Jurors, Judicial Security Officers, AOC	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 Cost General Fund	1-3	1
10.3 Implement plan	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	1-T
10.4 Implement recommendations of the state wide committee on Jury Practices and Procedures (N - 03)	Presiding Judge, Court Administration, Clerk of Court	Judges, Court staff, judicial security officers	High/High	Barriers: Time, resistance to change Opportunities: Improved system for jury service	LOW/MEDIUM Cost General Fund	1-2	2

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10.5 Implement HB 2520 (Jury Patriotism Act) (N-04)	Court Administration, Clerk of the Court	All Courts	High/High	Barriers: Increased jury pool needs Opportunities: Citizens will serve as a juror for one day/one trial; juror response rates should increase	LOW Cost General Fund	1	1
10.6 Distribute, collect, and analyze jury exit surveys (N-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	2-T

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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).							
RATIONAL: Promotes future access to justice via computers. Better serve customers, eliminates travel, reduces costs.							
SUCCESS INDICATORS: Measurements.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed ; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Locate host for website and determine site administration	Court Administration	County/City Courts, AOC, County	High/High	Barriers: Funding Opportunities: Potential for state funding	MEDIUM Cost General Fund and/or Grants (State funding)	1-2	2
1.2 Form county-wide court website committee (include 15)	Court Administration	All Courts, Law Enforcement, Public, NAU, Legal Aid, Public Defenders, Prosecutors, AOC, Indian Nations and assigned peacekeepers, and Adult Probation	High/High	Barriers: Many groups to coordinate, funding Opportunities: Coordinate with justice integration committee; increase communications between groups	LOW Cost General Fund	1-2	2
1.3 Storyboard web site areas (include a public education component)	Web Design Committee	Web Design Committee, AOC ITD, County Information Systems	High/High	Barriers: Funding, policy issues Opportunities: Creativity, sharing content with other web sites	LOW Cost General Fund	1-2	2
1.4 Implementing content and maintaining content	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	2-T
1.5 Storyboard website areas for Phase II of website development (N - 03)	Court Administration	I/T specialist/County I/T, AOC I/T	High/Medium	Barriers - Staff resources Opportunities - Increased services, increased revenue	LOW Cost General Fund	1-2	1

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1.6 Implement content of Phase II changes into website (N - 03)	Court Administration	I/T specialist/County I/T, AOC I/T	High/Medium	Barriers - Staff resources Opportunities - Increased services, increased revenue	LOW Cost General Fund	1-2	1
1.7 Integration of county website and the collections website (N-04)	Court Administration, I/T Specialist	AOC, County I/T	High/High	Barriers: Time Opportunities: Increased revenue	LOW Cost General Fund	1	1
1.8 Place court calenders on web page (N-04)	Court Administration, I/T Specialist, Judicial Assistant	County I/T	High/Medium	Barriers: Lack of uniformity Opportunities: Access to calenders by public and outside agencies	LOW Cost General Fund	1	1-T
1.9 Implement a bar code records management system in the Clerk of the Court's office and select limited jurisdiction courts (N-04)	Clerk of the Court, I/T Specialist	Court Administration, AOC	High/High	Barriers: Money Opportunities: Increased efficiency	MEDIUM Cost General Fund	1-2	2

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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.							
RATIONAL: Need productivity boost and eliminating duplicate entry. Reduce errors, enhance public safety, and increase the speed of access.							
SUCCESS INDICATORS: Eliminate duplicate entry, gain consistency and reliability, increase information available, 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; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Develop Infrastructure (staff and servers) for pilot program	AOC, Information Technology Department, ACJC, Courts	Courts, County Attorney, Clerk of Court, County Information Systems	High/High	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 Federal, state and local grants/funds	1-2	2
2.2 Pilot integration between county attorney and court	AOC Information Technology Department, ACJC	Courts, County Attorneys, Clerk of Court, County Information Systems	High/High	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 Federal, state and local grants/funds	2-3	1
2.3 Assess success	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	1-T
2.4 Integrate court functions (Bind-overs, Probation)	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	0-T
2.5 Bring in Sheriff's Office and Police Department and other areas (they are already working on this) into integrated	Police Departments, Sheriff's Office	Courts, Clerk of Court, County Information Systems, ACJD, AOC ITD	High/High	Barriers: Technology, multiple hardware/software platforms, multiple jurisdictions, funding, lack of staffing Opportunities: A federal priority - federal funds available, cooperation between criminal justice groups, ability to look	HIGH Cost General Fund, State/Federal Funds	5+	2

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system				at pilot program and court integration program			
2.6 Implement software changes to automatically make address corrections for jury management (N-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	2-3	0-T
2.7 Automate bind-over process from Justice Court to Superior Court in conjunction with a new case management system (N-03)	Court Administration, I/T Specialist	AOC, Clerk of Court	Medium/Low	Barriers: Time, money, automation priority Opportunities: Streamlining of paperwork procedures	MEDIUM Cost General Fund	2-3	0-T

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: I3 <u>Information Technology Assessment</u> . Periodic assessment of current information and technology developments. Coordinate with other entities to annually assess and plan information technology developments.							
RATIONAL: 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; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Develop an assessment team and tools	Court Administration, Clerk of the Court	Integrated Justice System Partners	High/Medium	Barriers: Time, diverse jurisdictions and expectations, knowledge gap, difficulty in developing adequate assessment tools Opportunities: Court Technology Conference, new technologies are always emerging, must maintain and update automation strategic plan for COT	LOW Cost General Fund	1	2-T

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: I4 <u>Interactive Web Site</u> . Develop and launch an interactive web site that provides for electronic filing and payments.							
RATIONAL: Improve effectiveness and efficiency, regardless of location - improve access.							
SUCCESS INDICATORS: Increased collections, decreased data entry, increased accuracy, resolve cases more quickly, 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; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Resolve electronic payment issues (fees, banking account)	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	LOW Cost General Fund and Grants	1-2	2
4.2 Implement on-line payments via FARE	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	1-T
4.3 Adopt standardized forms	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	1-T
4.4 Implement e-file of form based filings	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	0-T
4.5 Implement document management systems	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	0-T
4.6 Implement complex filings (non-form based)	AOC, , 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, Grants	5+	0

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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.							
RATIONAL: Make the system more comprehensible and user friendly.							
SUCCESS INDICATORS: Survey pro se litigants on their experience; cases processed more efficiently; evaluate court personnel's experience with pro se cases; increased 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; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Identify what is needed by surveying judges and public, measuring current uses of self-service center	Court Administration, Legal Aid	Judicial Education Committee, AOC forms committee and other AOC functions, Self Service Center Committee, Law Librarian	High/High	Barriers: Rules of procedure - pro se litigants may not understand the legal issues surrounding various rules and procedures Opportunities: Public support, willingness within the system to change, existing research and programs	LOW Cost General Fund	1-2	2
1.2 Study the modification/ simplification of court rules/procedures for pro se cases	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	2-T
1.3 Produce videos to educate pro se litigants	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	2-T
1.4 Train judges on nuances of working with pro se litigants	AOC Education Services, Judicial College	AJC, LJC, SCC - other committees, AOC Education Services	High/High	Barriers: Attitudes, low utilization rate, attorneys may perceive the training as advocacy for pro se litigants Opportunities: Existing judicial training could simply be expanded	MEDIUM Cost General Fund	2-3	1
1.5 Explain legalese through supreme court-approved glossary of terms	AOC	AOC	High/High	Barriers: The glossary will need continual updating, need a glossary with appropriate definitions Opportunities: There already is a glossary that needs to be updated (state and national)	LOW Cost General Fund	1	2

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q3 <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.							
RATIONAL: To decrease frustration; solve systematic problems; fosters greater respect for the system; increase participation by litigants.							
SUCCESS INDICATORS: Increased number of participants; customer satisfaction survey results; service-providers' evaluation of how the cases are proceeding through the system.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Get court buy-in through Presiding Judge	Presiding Judge	Court Administration, Stakeholder Group, judges	High/High	Barriers: Diverse judicial perspective on court role Opportunities: Building on existing court customer service programs, public demand for improved customer service	LOW Cost General Fund	1	2
3.2 Decide on whether to use volunteers or ombudsperson (can be volunteer coordinator for entire county) or both - and identify job descriptions for each	Presiding Judge, Board of Supervisors	Court Administration, Clerk of Court, NAU Internship), Victim/Witness advocate, County/City government	High/High	Barriers: Educating community, funding Opportunities: Victim/Witness advocate	LOW to HIGH Cost General Fund and/or Grants	3-5	0
3.3 Develop a training program for volunteers	Volunteer Coordinator/ Ombudsperson, Court Administration	County Agencies, Court staff, other ombudsmen, city agencies	High/High	Barriers: Inter-governmental agreements, diverse locations for volunteers	MEDIUM Cost General Fund and/or Cost	3-5	0-T
3.4 Expand court services into rural areas to explain various court processes (not legal advice).	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	2-T

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q4 <u>Limited Jurisdiction Court ADR</u> . Expand the use of Alternative Dispute Resolution (ADR) in limited jurisdiction courts.							
RATIONAL: Most people's contact is not in superior courts but in lower courts; solve problems at first point possible; least expensive; avoid escalating conflict through early intervention; decriminalize "parking and barking"; cost effective.							
SUCCESS INDICATORS: Fewer appeals to Superior Court; increased 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; T=Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Study how to design ADR programs appropriately for JP and Municipal courts	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	2-T
4.2 Identify whether to hire coordinator(s) to implement ADR in limited jurisdiction courts	Presiding judges, Court Administration	ADR Director	High/High	Barriers: Funding, training, turf Opportunities: Existing Superior Court program, city council support	LOW Cost General Fund and/or Grants	2-3	2
4.3 Implement an ADR Program in the Limited Jurisdiction Courts	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	0-T
4.4 Develop rules to allow civil case processing at municipal courts	Court Administration	Limited Jurisdiction Courts, AOC	Medium/Medium	Barriers: Opposition to local rules, time, opposition to decriminalization of different cases Opportunities: Other counties have already done it	LOW Cost General Fund	1	2
4.5 Explore using community mediation program for limited jurisdiction cases (N - 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	2-T

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q5 <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”.							
RATIONAL: Help people avoid court involvement and aggravation; saves people 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; T=Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
5.1 Establish ADR Futures Committee	Presiding Judge, Court Administration	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	LOW Cost General Fund	1	2
5.2 Establish a mission and vision - and identify needs/goals - including current programs resources	ADR Futures Committee	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	LOW Cost General Fund	1	2
5.3 Develop programs that meet identified needs	ADR Futures Committee	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	1-T
5.4 Develop partnerships using existing community resources	ADR Futures Committee	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	LOW Cost General Fund	On-going	1-T

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FOCUS AREA: <i>Structure & Administration</i>							
STRATEGY: S1&S2 <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.							
RATIONAL: Public image, efficiencies; system operates on data/information. Need to know how to use all tools.							
SUCCESS INDICATORS: Less complaints, phone calls, better trained staff offer better customer service.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Develop training taskforce or commission to identify training needs	Court Administration	Representatives from each court, Human Resources, each clerk's office, Public Defender, County Attorney, County Bar	High/High	Barriers: Turf, money, differing needs Opportunities: Efficiencies in service, personal growth for employees	LOW Cost General Fund	1	2
1.2 Hire Training Coordinator/Career Counselor	Court Administration	Court staff, Board of Supervisors, Community	High/High	Barriers: Money, different needs by courts Opportunities: More highly trained staff; staff personal satisfaction	HIGH Cost State/Local JCEF	1	2
1.3 Develop Needs Assessment and curriculum	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-T
1.4 Mandate training for all employees through an Administrative Order	Presiding Judge	Court Administration, Supervisors, staff	High/High	Barriers: Geographic diversity, different operating procedures - lack of uniform business processes Opportunities: Presiding Judge support, COJET requirements	LOW Cost State/Local JCEF	1	2

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FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S3&S5 <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.							
RATIONAL: Benchmarks needed to show success or how well the court is doing - evaluating tool; if we don't act then we must react; need feedback; greater legitimacy if we can substitute via studies; if you do not do it then you can not measure success; helps substantiate activities; need to verify; help justify resources/money; notices to community about what we are doing.							
SUCCESS INDICATORS: How to evaluate benchmarks; more public support.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed; T=Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Publish Justice 2020 strategic plan	Management Team	Review Committee	High/High	Barriers: Time to produce report Opportunities: Process has started, has momentum	LOW Cost General Fund	1	2-T
3.2 Issue Administrative Order to continue process	Presiding Judge	Court Administrator	High/High	Barriers: Very little since PJ is committed Opportunities: Would be accepted by larger community	LOW Cost General Fund	1	2
3.3 Hold annual meeting to review plan - smaller than initial group	Court Administration	Management Team, Planning Committee	High/High	Barriers: Time availability, Cost Opportunities: Believe community would want process to continue	LOW Cost General Fund	1	2-T
3.4 Review achievements and refine strategic plan as necessary	Management Team	Planning Committee, NAU research staff	High/Low	Barriers: Problems collecting data Opportunities: A plan and document exists, physical document	LOW Cost General Fund	On-going	2-T
3.5 Plan a 2005 Stakeholder Strategic Conference (N-03)	Management Team	Planning Committee	Medium/Medium	Barriers: Time availability, cost Opportunities: Believe community would want process to continue	MEDIUM Cost General Fund	1-2	2-T

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FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S4 <u>Limited Jurisdiction Court Consolidation</u> . Create task force to explore greater collaboration and continuity among courts in the county.							
RATIONAL: Need to view what type of consolidation, varieties and type; difference in jurisdictions/negative in public view; find driver of process; political factors; affects view of integrity.							
SUCCESS INDICATORS: Easier to use; increased public support, less internal and external confusion, better service, less complaints, efficiencies in case processing, relieve employee stress.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed; T= Transferred to J2025 Plan							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Create taskforce - continue existing Court Administrators Coordination Committee	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	Medium/Medium-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)	2-T
4.2 Complete needs assessment - look for easy wins	Task Forces	City/County Managers, mayor, council and board	Low/High	Barriers: Vested interest Opportunities: Recognized inefficiencies would promote change, save money though consolidated resources, stop duplication, saving facilities	MEDIUM Cost General Fund	1-5	2
4.3 Implement changes that system allows	Presiding Judge and partners	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	Medium/High	Barriers: Vested interest, jurisdictional issues, salary structures, etc. Opportunities: Recognized inefficiencies would promote change, save money though consolidated resources, stop duplication, saving facilities	LOW, MEDIUM or HIGH General Fund	1-5	2-T

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4.4 Review organizational structure of the county Justice Courts (N-03)	Presiding Judge, Court Administration	Justice Court Judges	Medium/Low	Barriers: Time, political turf, communities Opportunities: More efficiently designed Justice Court system	LOW Cost General Fund	1-2	0
4.5 Review organizational structure of the Flagstaff Justice Court (N-03)	Court Administration	Human Resources	High/Low	Barriers: Time, money Opportunities: Improved organizational structure	LOW Cost General Fund	1-2	1