

DECEMBER 2021

COCONINO COUNTY CJCC

2022-2024
Strategic Plan

Prepared by:
The Justice Management Institute
www.jmijustice.org



COCONINO COUNTY

Criminal Justice Coordinating Council

The Coconino County CJCC was formally established by the Board of Supervisors in 2005 and has a history of bringing local leaders together to improve the operation of the justice system collaboratively.

The CJCC's membership is comprised of stakeholders from across the criminal justice system including county, municipal and state criminal justice agencies and departments as well as treatment providers and administrative departments.



MISSION OF THE CJCC

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



MESSAGE FROM CJCC CHAIR

**Coconino County
Superior Court Presiding
Judge, Dan Slayton**

Dear Coconino County Residents,

The Coconino County Board of Supervisors formed the Criminal Justice Coordinating Council (CJCC) in 2005 to improve the overall operation of the criminal justice system. The CJCC brings together stakeholders to share information and collaborate on initiatives that promote the safety and well-being of county residents. Over the years, Coconino County has been fortunate to have the City of Flagstaff as a partner in this endeavor.

The past couple of years have been challenging. There have been calls for criminal justice reform and greater public safety both locally and nationally and at the same time we are facing a global pandemic. In these times, the role of the CJCC has never been more important as open communication, collaboration, and innovation are greatly needed to move us forward.

For that reason, I am pleased to share with you the 2022-2023 Coconino County Strategic Plan. The Strategic Plan was created by the CJCC membership to demonstrate our intention to enhance the criminal justice system and better serve the public. Our intended efforts include making improvements in the areas of diversion, behavioral health, juvenile justice, and information technology. In addition, we are specifically setting out to improve our justice system's treatment of our Indigenous population to ensure that it is fair, just, and compassionate.

With this Strategic Plan, the CJCC aspires to strengthen our community and make it safe and equitable for everyone. We invite our residents to join with us on our journey to achieve the goals and objectives set herein.

Sincerely,
Judge Dan Slayton
Chair, Criminal Justice Coordinating Council, and
Presiding Judge for Coconino County

VOTING MEMBERS

- Coconino County Superior Court Presiding Judge
- Superior Court Juvenile Presiding Judge
- Flagstaff Municipal Court Presiding Judge
- Coconino County Sheriff
- Coconino County Attorney
- City of Flagstaff Prosecutor
- Coconino County Public Defender
- Coconino County Legal Defender
- Coconino County Chief Adult Probation Officer
- Coconino County Director of Juvenile Court Services
- Coconino County Superior Court Administrator
- Flagstaff Municipal Court Administrator
- Coconino County Manager
- City of Flagstaff Manager
- Flagstaff Chief of Police
- Coconino County Health and Human Services Director
- Sheriff's Office Jail Commander
- Flagstaff Coordinator for Indigenous Initiatives
- Representative of the Coconino Board of Supervisors
- Representative of the City of Flagstaff City Council
- Representative of tribal government with territory adjoining Coconino County
- Representative of the community

MEET THE CJCC

The CJCC is made up of 22 voting members and additional associate members

ASSOCIATE MEMBERS

- Any superior court judge in Coconino County
- Any municipal court judge in Coconino County
- Any justice of the peace in Coconino County
- Any chief of police in Coconino County
- Any Coconino County Board of Supervisor
- Any City of Flagstaff Council Member
- Coconino County Clerk of Court
- City of Flagstaff Public Defender
- Representative of Department of Public Safety
- Representative of Coconino County Victim Witness Services
- Representative of Native Americans for Community Action
- Representative from any of the Tri-Diversity Advisory Councils to the Board of Supervisors
- Representative of NARBHA Institute
- Representative of Northern Arizona University
- Representative of any community agency serving justice involved persons

STRATEGIC PLANNING RETREAT

June 9, 2021



As part of the bylaws (revised in 2021), the CJCC will produce a strategic plan that is updated annually in June. This strategic plan is made available to all the CJCC members as well as the public. The CJCC will also produce an annual report that summarizes its accomplishments every calendar year.

In preparation for creating the 2022-2023 Strategic Plan, members of the CJCC were invited to attend a day-long strategic planning retreat on June 9, 2021. Attendees used this retreat to discuss the priorities identified in interviews and a survey conducted earlier in the year. Attendees broke into groups by priority area, detailed the challenge and goal related to the priority area and developed relevant and attainable strategies to address the challenge.

Anticipated outcomes for each priority area were outlined by each group along with the associated tasks, who would lead the effort, specific deadlines for each task, and the resources that might be needed.

The planning retreat produced a framework for the strategic plan along with an action plan for each priority area. Sixteen strategies were identified across five priority areas. The strategies were then presented to the CJCC, and a poll was conducted to gauge support for each strategy. From there, small teams were formed to develop the strategies more fully, resulting in this Strategic Plan.

STRATEGIC PLAN

2022-2023

PRIORITY AREAS

Five priority areas:

- ✓ **Behavioral Health, Homelessness, & Frequent System Utilizers**
- ✓ **Diversion & Deflection**
- ✓ **Juvenile Justice**
- ✓ **Indigenous Initiatives**
- ✓ **Information Technology & Data**

CJCC subcommittees were created for each priority area. The subcommittees will guide the work for its priority area and its strategies. Each strategy has its own action plan including specific tasks, an anticipated timeline, and identification of who is leading the effort.

The following pages lay out the five priority areas along with a description of the challenge being addressed, the main goal of the work, and the strategies identified to achieve that goal. The detailed action plans for all five priority areas and the related 16 strategies can be found in the appendix of this document.

PRIORITY #1 BEHAVIORAL HEALTH, HOMELESSNESS, & FREQUENT SYSTEM UTILIZERS

A significant number of individuals involved in the justice system have mental health and/or substance abuse issues and are likely to remain in the system longer than others and/or recidivate.

Five Strategies Identified:



Strategy #1

Create a social worker position in the Public Defender's Office to engage high system utilizers in community-based services at the jail



Strategy #2

Form a team to case review individuals with behavioral health and homelessness incarcerated in the county detention center for re-entry services (Justice and Superior Court Cases)



Strategy #3

Finalize the Sequential Intercept Map for Coconino County



Strategy #4


Conduct a needs study of Indigenous people detained in the county detention center



Strategy #5

Expand the successful pre-Rule 11 diversion team concept to felony-level cases

Goal: To develop alternatives for individuals with mental health and/or substance abuse issues to curtail their involvement in the criminal justice system



See page 14
for detailed
action plan

PRIORITY #2 DIVERSION & DEFLECTION

Goal: Create a healthy community by minimizing reliance on the criminal justice system to address societal needs

There are limited alternatives to address societal needs for those with law enforcement contact for whom justice-involvement could be avoided.

Two Strategies Identified:

Strategy #1

Establish deflection opportunities with a roadmap detailing routes for safely directing people away from the criminal justice system

Strategy #2

Review and map existing diversion options, and relevant processes, to identify more productive solutions for individuals to resolve criminal charges

See page 20
for detailed
action plan

PRIORITY #3 JUVENILE JUSTICE

Youths are engaged in the juvenile justice system because alternative solutions to behavioral health needs are lacking.

Four Strategies Identified:



Strategy #1

Offer schools alternative strategies for addressing behavioral issues outside of the formal juvenile justice system (deflection)



Strategy #2

Develop a receiving/assessment center for juveniles



Strategy #3

Establish effective programs to reduce truancy



Strategy #4

Address educational challenges and expand vocational opportunities for youth already on probation

Goal: To divert youths with behavioral health needs from the juvenile justice system and disrupt the school to prison pipeline

See page 23
for detailed
action plan

PRIORITY #4 INDIGENOUS INITIATIVES

Goal: To eliminate the over-representation of indigenous populations in the criminal justice system and ensure equitable outcomes regardless of race or ethnicity

Indigenous populations are over-represented in the criminal justice system, underserved by justice-related community resources, and lack adequate interpretation services throughout the justice system.

Four Strategies Identified:

Strategy #1

Create an Indigenous peer support specialist position to assist Indigenous people in navigating the criminal justice system

Strategy #2

Assign an interpreter at the municipal court's first appearance hearings to assist Indigenous people in understanding the proceedings

Strategy #3

Institute an amnesty program to reduce active warrants for Indigenous populations

Strategy #4

Produce qualitative and quantitative data to determine the existence and extent of disparities in the criminal justice system for Indigenous people

See page 31
for detailed
action plan

PRIORITY #5 INFORMATION TECHNOLOGY & DATA

Current practices underutilize technology resulting in inefficiencies that make public access to the justice system challenging.

Three Strategies Identified:



Strategy #1

Increase the use of video technology in the criminal courts for certain proceedings



Strategy #2

Establish a pilot site in a rural community for residents to access the courts virtually



Strategy #3

Explore development of data dashboards to improve management of justice system

Goal: To expand and enhance the use of technology in the criminal justice system for improved customer service to the public



See page 36
for detailed
action plan



STAY CONNECTED

Stay tuned to hear about our progress in 2022-2023!

Visit Us

www.coconino.az.gov/943/Criminal-Justice-Coordinating-Council

APPENDIX

Priority Area Action Plans



BEHAVIORAL HEALTH, HOMELESSNESS, & FREQUENT SYSTEM UTILIZERS

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DIVERSION & DEFLECTION

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INFORMATION TECHNOLOGY & DATA

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COCONINO COUNTY CJCC

2022 - 2023 ACTION PLAN

Behavioral Health, Homelessness, & Frequent System Utilizers

Part I: Priority Area Overview

Priority Area	Behavioral Health, Homelessness, and Frequent System Utilizers
Challenge Statement	A significant number of individuals involved in the justice system have mental health and/or substance abuse issues and are likely to remain in the system longer than others and/or recidivate
Goal	To develop alternatives for individuals with mental health and/or substance abuse issues to curtail their involvement in the criminal justice system
Champion	Behavioral Health Committee

Part II: Strategies to Achieve Goal

Strategy #1	Create a social worker position in the Public Defender's Office to engage high system utilizers in community-based services at the jail
Strategy #2	Form a team to case review individuals with behavioral health and homelessness incarcerated in the county detention center for re-entry services (Justice and Superior Court Cases)
Strategy #3	Finalize the Sequential Intercept Map for Coconino County
Strategy #4	Conduct a needs study of Indigenous people detained in the county detention center
Strategy #5	Expand the successful pre-Rule 11 diversion team concept to felony-level cases



Part III: Action Plan for Strategies

Strategy #1		Create a social worker position in the Public Defender's Office to engage high system utilizers in community-based services at the jail				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)	
Create a job description for the social worker position, identify target population, and establish protocols for jail access	1/1/22	1/31/22	Public Defender Diehl	<ul style="list-style-type: none"> • Permission from Sheriff's Office for inmate information and jail access 	<ul style="list-style-type: none"> • Duties of position outlined • Job description developed • Placement of position determined • Client population defined • Jail access for position approved 	
Secure county funding for position and recruit candidates for social worker position	2/1/22	6/30/22	Public Defender Diehl	<ul style="list-style-type: none"> • Funding for position 	<ul style="list-style-type: none"> • Funding sources for position identified • Funding for position obtained • Job opening posted 	
Hire social worker position and train	7/1/22	8/1/22	Public Defender Diehl		<ul style="list-style-type: none"> • Interview panel selected • Interviews conducted • Candidate selected • New employee is trained on local system 	
Begin connecting individuals in jail with substance abuse, mental health, and/or homelessness issues to community-based services; track individuals after release to monitor progress	9/1/22	Ongoing	Social work position and Behavioral Health Committee	<ul style="list-style-type: none"> • Access to community-based service providers 	<ul style="list-style-type: none"> • Target population list created daily • Assessments conducted by social worker • Community-based service providers identified for individuals • Services initiated upon individuals' release from custody • Individuals monitored at least 60 days after release 	
Monitor results of social worker engagements with target population and determine additional needs and/or modifications to approach	11/1/22	Ongoing	Behavioral Health Committee and CJCC Director		<ul style="list-style-type: none"> • Performance measures created • Outcomes of social worker engagements collected and monitored • Rearrests of target population tracked • Service enhancements determined 	



Strategy #2		Form a team to case review individuals with behavioral health and homelessness incarcerated in the county detention center for re-entry services (Justice and Superior Court cases)			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Identify organizations and individuals to serve on case review team	4/1/22	4/30/22	Behavioral Health Committee		<ul style="list-style-type: none"> Community service partners engaged for involvement on team Justice system team members identified Case review team formed
Produce weekly reports of individuals detained in jail that meet target population and disseminate to team	5/1/22	Ongoing	TBD	<ul style="list-style-type: none"> Information on inmate population from Sheriff's Office 	<ul style="list-style-type: none"> Target list tested for usefulness Bi-weekly list of target population produced and provided to team Cases screened for case review by team
Conduct bi-weekly team meetings to review cases and determine potential service options after release from jail	6/1/22	Ongoing	TBD	<ul style="list-style-type: none"> Community service partners 	<ul style="list-style-type: none"> Team meetings held regularly Potential service options identified for individuals from target population Tasks assigned to team members for facilitating service engagement for target population
Produce discharge plans for individuals reviewed by team and ensure AHCCCS enrollment of target population	6/1/22	Ongoing	Case review team	<ul style="list-style-type: none"> Social worker position 	<ul style="list-style-type: none"> Discharge plans created and approved by team Access to AHCCCS for target population arranged prior to release from jail
Execute discharge plans and monitor outcomes	6/1/22	Ongoing	Case review team	<ul style="list-style-type: none"> Social work position and community service partners 	<ul style="list-style-type: none"> Individuals from target population engaged in services upon release from jail Services completed by target population Arrests and re-bookings reduced Improvements to team case review process identified



Strategy #3	Finalize the Sequential Intercept Map (SIM) for Coconino County				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Complete the current draft of the SIM	3/1/22	4/30/22	Judge Steinlage	<ul style="list-style-type: none"> SIM team 	<ul style="list-style-type: none"> Draft of current iteration of SIM prepared Draft reviewed by original SIM team
Incorporate new initiatives into the draft of the SIM and finalize	5/1/22	6/30/22	Judge Steinlage and Behavioral Health Committee		<ul style="list-style-type: none"> Meeting held to modify SIM to include recent changes to behavioral health continuum Updated version of SIM produced SIM formally supported by SIM team and Behavioral Health Committee
Present findings of SIM exercise to CJCC, County Council, and City Council	7/1/22	8/30/22	Director Musselman		<ul style="list-style-type: none"> Officials educated on current service levels at different intercepts System needs conveyed to officials
Utilize SIM to sustain and enhance the continuum of services for justice involved individuals	9/1/22	12/31/22	Behavioral Health Committee	<ul style="list-style-type: none"> Support of stakeholders and partners 	<ul style="list-style-type: none"> Plan for continuum of services created Plan provided to CJCC, County Council, and City Council Behavioral health plan supported and sustained by City and County



Strategy #4		Conduct a needs study of Indigenous people detained in the county detention center				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)	
Prepare Request for Proposal (RFP) to conduct study and identify research partner(s)	9/1/22	10/30/22	Behavioral Health Committee	<ul style="list-style-type: none"> • Support of Sheriff's Office • Funding for study • Involvement of Indigenous leaders • NACA RARE Assessment 	<ul style="list-style-type: none"> • Approval for study received from Sheriff's Office (for jail access) • Research goals and objectives determined with guidance from Indigenous leaders • RFP created and announced • Research partner selected to assist with study 	
Conduct interviews of target population and analyze results	12/1/22	1/31/23	Research partner(s) (TBD)		<ul style="list-style-type: none"> • Interviews of target population completed • Data base created and analyzed • Draft of findings produced 	
Produce final report on needs study of incarcerated Indigenous people and disseminate to stakeholders	2/1/22	3/3/23	Research partner(s) (TBD)		<ul style="list-style-type: none"> • Final report published and distributed • Specific needs of Indigenous population determined 	
Develop plan to address needs of justice involved Indigenous people based on study results	4/1/23	6/30/23	Behavioral Health Committee		<ul style="list-style-type: none"> • Plan for services created based on research findings • Service needs of Indigenous population addressed 	



Strategy #5		Expand the successful pre-Rule 11 diversion team concept to felony-level cases			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Identify diversion team members and finalize release of information (ROI) requirements	1/1/22	1/31/22	Behavioral Health Committee	<ul style="list-style-type: none"> Review of legal requirements for sharing of information on individuals 	<ul style="list-style-type: none"> Team members selected ROI procedure established and approved by legal counsel
Conduct diversion team meetings bi-weekly to review in-custody cases	2/1/22	Ongoing	Commander Figueroa	<ul style="list-style-type: none"> Support of justice system stakeholders and community service providers 	<ul style="list-style-type: none"> Bi-weekly meeting schedule set Target client list created and disseminated in advance of case reviews Participation by diversion team members in case reviews Case reviews conducted for diversion opportunities
Identify and engage appropriate services for target population that will reduce the likelihood of Rule 11 hearings	2/1/22	Ongoing	Diversion team	<ul style="list-style-type: none"> Support of community service providers 	<ul style="list-style-type: none"> Service needs of individuals determined by review team Individuals placed in appropriate treatment services Individuals diverted from Rule-11 hearings
Monitor outcomes of diversion team to determine effectiveness and modify approach, if necessary	2/1/22	12/31/22	Diversion team and Behavioral Health Committee		<ul style="list-style-type: none"> Progress of individuals in services tracked by review team Outcome data collected and analyzed on diversion caseload Initiative assessed to determine opportunities for improvement



COCONINO COUNTY CJCC 2022 - 2023 ACTION PLAN Deflection & Diversion

Part I: Priority Area Overview

Priority Area	Deflection and Diversion
Challenge Statement	There are limited alternatives to address societal needs for those with law enforcement contact for whom justice-involvement could be avoided
Goal	Create a healthy community by minimizing reliance on the criminal justice system to address societal needs
Champion	County Attorney (Bill Ring) and Health and Human Services Director (Kim Musselman)

Part II: Strategies to Achieve Goal

Strategy #1	Establish deflection opportunities with a roadmap detailing routes for safely directing people away from the criminal justice system
Strategy #2	Review and map existing diversion options, and relevant processes, to identify more productive solutions for individuals to resolve criminal charges



Part III: Action Plan for Completing Initiatives

Strategy #1		Establish deflection opportunities with a roadmap detailing routes for safely directing people away from the criminal justice system			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Invite 4-6 members with policy making and behavioral health experience to join a Deflection and Diversion Workgroup	5/1/22	6/1/22	County Attorney Ring and Director Musselman		<ul style="list-style-type: none"> Workgroup members selected Deflection and Diversion Workgroup formed Meetings held regularly
Advocate for state and federal funding for deflection opportunities	5/15/22	6/30/23	CJCC Executive Committee and Deflection & Diversion Workgroup		<ul style="list-style-type: none"> Potential funding opportunities identified Written materials created and disseminated
Identify qualifying characteristics for deflection, relying on evidence-based practices	9/1/22	12/31/22	Deflection & Diversion Workgroup and CJCC Director		<ul style="list-style-type: none"> Summary of evidence-based practices for deflection provided to committee Characteristics of qualified participants identified Potential deflection impact calculated
Research and locate culturally informed deflection practices with acute awareness of the populations being served	12/1/22	4/30/23	Deflection & Diversion Workgroup and Indigenous Peer Support Specialist		<ul style="list-style-type: none"> Deflection program research gathered and summarized Evidence-based and culturally relevant program measures established
Create a roadmap outlining deflection pathways for all defendants	2/1/23	5/31/23	County Attorney Ring and Director Musselman		<ul style="list-style-type: none"> Draft roadmap document created
Finalize a deflection roadmap including potential candidates for deflection and associated resources	6/1/23	7/1/23	Deflection & Diversion Workgroup and Indigenous Peer Support Specialist		<ul style="list-style-type: none"> Final roadmap document disseminated to all justice partner agencies



Strategy #2		Review and map existing diversion options, and relevant processes, to identify more productive solutions for individuals to resolve criminal charges				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)	
Convene a workgroup to map existing diversion practices	6/1/22	6/30/22	Probation Director Douthit and Deflection & Diversion Workgroup		<ul style="list-style-type: none"> • Workgroup identified • Regular meeting schedule created 	
Ascertain the characteristics/profiles of those who have historically enrolled in diversion	7/1/22	11/30/22	Diversion Mapping Workgroup		<ul style="list-style-type: none"> • A graphic map with decision trees created • Data gathered and analyzed • Diversion report finalized and reviewed 	
Identify gaps in the current diversion practices	12/1/22	3/31/23	Diversion Mapping Workgroup		<ul style="list-style-type: none"> • Summary of diversion gaps provided to Deflection and Diversion Policy Committee 	
Form an evaluation schedule for diversion practices	4/1/23	6/30/23	Diversion Mapping Workgroup	<ul style="list-style-type: none"> • Possibly funding for research 	<ul style="list-style-type: none"> • Table with scheduled/proposed and alternative rotating timeframes for evaluating diversion programs created and presented to Deflection and Diversion Policy Committee 	



COCONINO COUNTY CJCC 2022 - 2023 ACTION PLAN Juvenile Justice

Part I: Priority Area Overview

Priority Area	Juvenile Justice
Challenge Statement	Youths are engaged in the juvenile justice system because alternative solutions to behavioral health needs are lacking
Goal	To divert youths with behavioral health needs from the juvenile justice system and disrupt the school to prison pipeline
Champion	Juvenile Services, Educational Partners, Behavioral Health Partners

Part II: Strategies to Achieve Goal

Strategy #1	Offer schools alternative strategies for addressing behavioral issues outside of the formal juvenile justice system (deflection)
Strategy #2	Develop a receiving/assessment center for juveniles
Strategy #3	Establish effective programs to reduce truancy
Strategy #4	Address educational challenges and expand vocational opportunities for youth already on probation
Strategy #5	Produce data on youths involved in the juvenile justice system to identify service needs



Part III: Action Plan for Completing Strategies

Strategy #1		Offer schools alternative strategies for addressing behavioral issues outside of the formal juvenile justice system (deflection)			
Initiative/Task	Start Date	End Date	Leader(s)	Resources Needed	Deliverables/Output(s)
Assess the need for interventions	09/01/21	10/29/21	Director Lightfoot, Juvenile Court Services (JCS); Cathy Cox, Flagstaff Unified School District (FUSD); and Robin Pete, Accommodation School District (ASD)		<ul style="list-style-type: none"> • Meetings held with educators and school counselors to assess presenting needs they have identified • Problematic areas identified that are currently underserved
Administer training and disseminate information on deflection services to garner buy-in	10/01/21	11/30/21	Director Lightfoot and designated Juvenile Court staff		<ul style="list-style-type: none"> • Meetings scheduled with school counselors and educators to inform them of deflection services • Administrative level of FUSD trained • Check-in meetings scheduled
Create and implement a referral process	09/01/21	11/30/21	Juvenile Court staff; Cathy Cox, FUSD; and ASD Administrators		<ul style="list-style-type: none"> • Information sharing protocol established • School and Juvenile Court forms created • Initial training held for staff on referral process
Collect and report data on schools' referrals to the juvenile justice system and behavioral health resources for Fall 2021 term	08/01/21	01/01/22	Director Lightfoot, JCS; Juvenile Justice Subcommittee; and CJCC Director		<ul style="list-style-type: none"> • Performance measures created • Separate database created by IT • Data gathered and analyzed • Reports generated and disseminated to Juvenile Justice Subcommittee • Revisions to programming considered by Juvenile Justice Subcommittee



<p>Conduct ancillary training seminar on trauma-informed care and Kids at Hope</p>	<p>10/01/21</p>	<p>10/01/22</p>	<p>Juvenile Court staff</p>	<ul style="list-style-type: none"> • Funding for training (Potentially Title II, AOC Treatment, or fee utilization) 	<ul style="list-style-type: none"> • Meeting held with Arizona Trauma Institute to determine rates and potential schedule for seminar • Meeting held with Rick Miller, CEO of Kids at Hope, to determine scholarship opportunities for FUSD teachers • Seminar planned, scheduled, and invitations sent to participants • Seminar conducted
<p>Collect and report data on schools' referrals to the juvenile justice system and behavioral health resources for Spring 2022 term</p>	<p>01/02/22</p>	<p>06/01/22</p>	<p>Director Lightfoot, JCS; Juvenile Justice Subcommittee; and CJCC Director</p>		<ul style="list-style-type: none"> • Data gathered and analyzed • Reports generated and disseminated to Juvenile Justice Subcommittee • Revisions to programming considered by Juvenile Justice Subcommittee



Strategy #2		Develop a receiving/assessment center for juveniles (deflection and diversions)				
Initiative/Task	Start Date	End Date	Leader(s)	Resources Needed	Deliverables/Output(s)	
Conduct initial and ongoing outreach with community health providers	03/21	Ongoing	Cydney Boyer, Juvenile Court; Kelly Brown, Child and Family Support Services (CFSS); Trevor Davis, The Guidance Center; and Kim Sevier, Health Choice	<ul style="list-style-type: none"> Funding through prevention grants or AOC treatment 	<ul style="list-style-type: none"> Response matrix created Assessments identified and created Space established for community partners 	
Increase protective factors through programs or services	07/21	12/01/21	Cydney Boyer, Juvenile Court; Kelly Brown, CFSS; Trevor Davis, The Guidance Center; and Kim Sevier, Health Choice	<ul style="list-style-type: none"> Funding through prevention grants like Title II, ARP, and/or AOC treatment 	<ul style="list-style-type: none"> Grants or federal funding identified and actively pursued Programs to address risk vetted, identified, and created Calendar of programs posted Culturally diverse program/service options identified and included 	
Remodel the Hope Receiving Center to provide trauma-informed care	07/01/20	08/16/21	Juvenile Court	<ul style="list-style-type: none"> Funding through prevention grants like Title II, ARP, and/or AOC treatment 	<ul style="list-style-type: none"> Public access created to the Hope Center Hope Center space remodeled to be more conducive for families Outdoor space beautified for regulation classes 	
Engage and train law enforcement on assessment center	07/01/21	1/1/22	Director Lightfoot and Deputy Director Israel Garcia, JCS		<ul style="list-style-type: none"> Protocol developed for utilizing assessment center Law enforcement training conducted Information card created and dispersed for law enforcement patrol cars 	



Review and evaluate use and impact of receiving/assessment center	1/1/22	Ongoing	Juvenile Justice Subcommittee; Director Lightfoot, JCS; and CJCC Director	<ul style="list-style-type: none"> • Data and analysis on use and outcomes of receiving/assessment center provided to Juvenile Justice Subcommittee • Review and feedback on receiving/assessment center conducted by Juvenile Justice Subcommittee
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Strategy #3		Establish effective programs to reduce truancy			
Initiative/Task	Start Date	End Date	Leader(s)	Resources Needed	Deliverables/Output(s)
Identify and invite potential community partners for mobile response team to address truancy referrals	10/30/21	12/15/21	Juvenile Court staff		<ul style="list-style-type: none"> • Potential outside providers identified • At least one outside provider secured for mobile response team
Design mobile response team to address truancy referrals	10/30/21	04/15/22	Juvenile Court staff		<ul style="list-style-type: none"> • Mobile response team process and protocols created • Juvenile Court staff trained on mobile response team
Create a data tracking system	10/30/21	04/15/22	Director Lightfoot and IT		<ul style="list-style-type: none"> • Internal reports created that identify age, race, ethnicity, and grade level to track impact and outcomes • Biannual reports created for production every January and June to show impact of mobile response team
Train staff to meet presenting needs	01/01/22	6/1/22	Director Lightfoot, JCS and Cydney Boyer, Treatment Manager Juvenile Court		<ul style="list-style-type: none"> • Mobile response team trained on trauma-informed care • Staff trained in Triple P Parenting • Staff educated on community resources and referral processes • Staff trained on AHCCCS enrollment
Review and evaluate use and impact of mobile response team for truancy	6/1/22	Ongoing	Juvenile Justice Subcommittee; Director Lightfoot, JCS; and CJCC Director		<ul style="list-style-type: none"> • Biannual reports reviewed by Juvenile Justice Subcommittee and feedback provided



Strategy #4		Address educational challenges and expand vocational opportunities for youth already on probation			
Initiative/Task	Start Date	End Date	Leader(s)	Resources Needed	Deliverables/Output(s)
Select and utilize an educational assessment	10/15/21	01/01/22	Robin Pete, ASD and Cheryl Mango-Paget, Coconino Superintendent of Schools		<ul style="list-style-type: none"> Assessment tool/s identified and purchased Users trained on assessment tools Implementation of assessments to create individualized case plans
Collaborate with Accommodation School District to provide transition school for at-risk kids (Hal Jensen)	08/01/21	01/01/22	Director Lightfoot, JCS; Cydney Boyer, Treatment Manager Juvenile Court; and Robin Pete, ASD	<ul style="list-style-type: none"> Earmarked dollars already obtained 	<ul style="list-style-type: none"> Hal Jansen space remodeled IGA with city, county, and courts signed Environmental education secured through Terra Birds non-profit Regulation and re-regulation classes offered to enhance electives (yoga, drumming, etc.)
Secure funding for additional vocational programs through Coconino Community College	10/15/21	05/01/22	Cydney Boyer, Treatment Manager Juvenile Court; Director Lightfoot, JCS; and ASD	<ul style="list-style-type: none"> Treatment dollars 	<ul style="list-style-type: none"> Potential classes/cohorts identified, including at least one in Page Class sizes and start dates determined Mailers sent to justice-involved youth about vocational opportunities and the Step-Up Scholarship
Establish future review and evaluation process for use and impact of vocational opportunities	6/1/22	8/1/22	Juvenile Justice Subcommittee; Director Lightfoot, JCS; and CJCC Director		<ul style="list-style-type: none"> Reporting process for use of vocational opportunities established

Strategy #5		Produce data on youths involved in the juvenile justice system to identify service needs			
Initiative/Task	Start Date	End Date	Leader(s)	Resources Needed	Deliverables/Output(s)
Prepare goals and objectives of research, identify data elements to collect, and determine research methodology	1/1/22	3/31/22	Juvenile Justice Committee	<ul style="list-style-type: none"> • Research partner 	<ul style="list-style-type: none"> • Objectives and goals of study outlined • Specific data elements and their sources determined • Research methodology established • Research partner selected
Collect data, analyze, and produce report on needs of youths involved in justice system	4/1/22	12/31/22	CJCC Director and Research partner		<ul style="list-style-type: none"> • Data gathered for analysis • Data analysis completed • Findings of data analysis published and disseminated to stakeholders
Utilize research findings to develop plan for addressing service needs of youths involved in the juvenile justice system	1/1/23	3/31/23	Juvenile Justice Committee		<ul style="list-style-type: none"> • Data used to determine needs of target population • New services, or Improvements to existing services, identified • Plan for service enhancements created • Funding sources for new services explored



COCONINO COUNTY CJCC 2022 - 2023 ACTION PLAN

Indigenous Initiatives

Part I: Priority Area Overview

Priority Area	Indigenous Initiatives
Challenge Statement	Indigenous populations are over-represented in the criminal justice system, underserved by justice-related community resources, and lack adequate interpretation services throughout the justice system
Goal	To eliminate the over-representation of Indigenous populations in the criminal justice system and ensure equitable outcomes regardless of race or ethnicity
Champion	Indigenous Initiatives Committee

Part II: Strategies to Achieve Goal

Strategy #1	Create an Indigenous peer support specialist position to assist Indigenous people in navigating the criminal justice system
Strategy #2	Assign an interpreter at the municipal court's first appearance hearings to assist Indigenous people in understanding the proceedings
Strategy #3	Institute an amnesty program to reduce active warrants for Indigenous populations
Strategy #4	Produce qualitative and quantitative data to determine the existence and extent of disparities in the criminal justice system for Indigenous people



Part III: Action Plan for Completing Strategies

Strategy #1		Create an Indigenous peer support specialist position to assist Indigenous people in navigating the criminal justice system			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Create and post a job description for the peer support specialist	3/1/22	5/31/22	City/County Managers and the Indigenous Initiatives Committee	<ul style="list-style-type: none"> Funding for position 	<ul style="list-style-type: none"> Job description created Position posted with wide recruitment
Interview, select and train peer support specialist	6/1/22	7/31/22	City/County Managers and Indigenous Initiatives Committee		<ul style="list-style-type: none"> Interviews conducted Candidate selected for position Position trained Position added to Indigenous Initiatives Committee
Establish workstation for position; develop collaboration and integration with courts; and implement role	4/1/22	10/31/22	City/County Managers and Indigenous Initiatives Committee	<ul style="list-style-type: none"> Funding to support position's activities 	<ul style="list-style-type: none"> Workstation for position created Process for utilizing specialist determined Specialist utilized by courts Individuals assisted by specialist
Evaluate impact of position and services	1/1/23	12/31/23	CJCC Director and CJCC	<ul style="list-style-type: none"> Possibly funding for evaluation 	<ul style="list-style-type: none"> Performance metrics for position developed Data gathered and analyzed Assessment of position completed Recommendations for improving services generated



Strategy #2		Assign an interpreter at the municipal court's first appearance hearings to assist Indigenous people in understanding the proceedings				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)	
Create and post a job description for the interpreter position	3/1/22	5/31/22	Indigenous Initiatives Committee and Peer Support Specialist	<ul style="list-style-type: none"> Funding for position 	<ul style="list-style-type: none"> Job description created Position posted for recruitment 	
Interview, select and train interpreter	6/1/22	7/31/22	Indigenous Initiatives Committee and Peer Support Specialist		<ul style="list-style-type: none"> Interviews conducted Candidate selected for position Position trained 	
Finalize process for engaging interpreter services during court proceedings and implement role	8/1/22	10/31/22	Peer Support Specialist	<ul style="list-style-type: none"> Funding to support position's activities 	<ul style="list-style-type: none"> Workstation for position created Process for utilizing interpreter determined Interpreter utilized by courts Individuals assisted by interpreter 	
Evaluate impact of position and services	1/1/23	12/31/23	CJCC Director and CJCC	<ul style="list-style-type: none"> Possibly funding for evaluation 	<ul style="list-style-type: none"> Performance metrics for position developed Data gathered and analyzed Assessment of position completed Recommendations for improving services generated 	



Strategy #3		Institute a pilot amnesty program to reduce active warrants for Indigenous populations				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)	
Conduct research on existing amnesty programs and legal framework	7/1/22	9/30/22	Indigenous Initiatives Committee and CJCC Director		<ul style="list-style-type: none"> • Summary of amnesty programs produced • Review of legal requirements completed 	
Establish criteria for participation and fully design pilot program	10/1/22	11/31/22	Indigenous Initiatives Committee and CJCC		<ul style="list-style-type: none"> • Eligibility criteria defined and approved by stakeholders • Pilot program design completed 	
Form team to conduct amnesty open houses around county on quarterly basis	12/1/22	12/31/23	Indigenous Initiatives Committee and CJCC	<ul style="list-style-type: none"> • Possibly funding for staff (e.g., overtime, travel, etc.) • Locations to conduct open houses 	<ul style="list-style-type: none"> • Team members identified • Locations for open houses determined • Amnesty open houses hosted quarterly • Individuals assisted with resolving pending case 	
Collect and analyze data on pilot program to determine impact	12/1/22	12/31/23	CJCC Director and CJCC	<ul style="list-style-type: none"> • Possibly funding for evaluation 	<ul style="list-style-type: none"> • Data gathered and analyzed • Findings of pilot project published and disseminated to stakeholders 	
Implement amnesty program permanently if desired results achieved from pilot	12/1/23	Open	Indigenous Initiatives Committee and CJCC	<ul style="list-style-type: none"> • Funding for continuation of program 	<ul style="list-style-type: none"> • Pilot program adjusted, if necessary, to improve results • Determination on proceeding with pilot program made 	



Strategy #4		Produce qualitative and quantitative data to determine the existence and extent of disparities in the criminal justice system for Indigenous people			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Conduct listening sessions in tribal communities to obtain their perspectives on the impact of the criminal justice system on their communities	4/1/22	7/31/22	Indigenous Initiatives Committee and CJCC Director		<ul style="list-style-type: none"> Listening sessions conducted in tribal communities Feedback from sessions shared with Indigenous Initiatives Committee and CJCC Strategies developed to continue community engagement
Explore data capacity of justice agencies to provide race and ethnicity data and determine scope of data collection	8/1/22	10/31/22	Indigenous Initiatives Committee, CJCC Director, and research partner(s)	<ul style="list-style-type: none"> Funding for researcher 	<ul style="list-style-type: none"> Assessment performed of available race and ethnicity data from justice agencies Methodology for reporting race and ethnicity data determined Data request of justice agencies finalized
Collect and analyze race and ethnicity data from justice agencies	1/1/23	Open	Indigenous Initiatives Committee, CJCC Director, and research partner(s)		<ul style="list-style-type: none"> Data collected quarterly from justice agencies Analysis of data performed
Produce semi-annual briefing report and annual report on race and ethnicity outcomes in the justice system	6/1/223	12/31/23	Indigenous Initiatives Committee, CJCC Director, and research partner(s)		<ul style="list-style-type: none"> Semi-annual briefing on race and ethnicity published and disseminated to stakeholders Annual report produced and published Reports utilized to determine areas for improvement in reducing disparities



COCONINO COUNTY CJCC 2022 - 2023 ACTION PLAN Information Technology & Data

Part I: Priority Area Overview

Priority Area	Information Technology and Data
Challenge Statement	Current practices underutilize technology resulting in inefficiencies that make public access to the justice system challenging
Goal	To expand and enhance the use of technology in the criminal justice system for improved customer service to the public
Champion	CJCC and County Manager's Office

Part II: Strategies to Achieve Goal

Strategy #1	Increase the use of video technology in the criminal courts for certain proceedings
Strategy #2	Establish a pilot site in a rural community for residents to access the courts virtually
Strategy #3	Explore development of data dashboards to improve management of justice system



Part III: Action Plan for Completing Strategies

Strategy #1		Increase the use of video technology in the criminal courts for certain proceedings			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Form workgroup to advance the virtual hearings concept	2/1/22	2/28/22	Superior Trial Court Administrator		<ul style="list-style-type: none"> • Workgroup members selected • Workgroup meetings held regularly
Conduct research on governance rules for virtual hearings; determine if any legislative changes are needed	3/1/22	5/31/21	Virtual Hearings Workgroup		<ul style="list-style-type: none"> • Research on virtual hearings completed • Outline of local governance rules created • Statutes examined to ensure compliance • Legislative changes identified
Determine technology and staffing needs of the courts and justice agencies for the implementation of virtual hearings	3/1/21	6/30/22	Virtual Hearings Workgroup and County Chief Information Officer		<ul style="list-style-type: none"> • Assessment of court and justice agencies technology needs completed • Staffing requirements of justice agencies determined • Project cost estimated
Produce virtual hearings plan and submit to CJCC and County Board of Supervisors	7/1/22	9/30/22	Virtual Hearings Workgroup and County Chief Information Officer		<ul style="list-style-type: none"> • Draft project plan presented to CJCC • Project plan submitted to Board of Supervisors for funding consideration
Implement virtual hearings plan if adopted by Board of Supervisors	9/30/22	1/31/23	Virtual Hearings Workgroup and County Chief Information Officer	<ul style="list-style-type: none"> • Funding for technology • Funding for any necessary staff positions 	<ul style="list-style-type: none"> • Virtual court hearings launched • Eligible criminal case proceedings conducted virtually



Strategy #2		Establish a pilot site in a rural community for residents to access the courts virtually			
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)
Identify a suitable location to establish a virtual courtroom	5/1/22	6/30/22	Virtual Hearings Workgroup		<ul style="list-style-type: none"> Location for virtual courtroom identified
Assess technology needs at pilot site	7/1/22	9/30/22	Virtual Hearings Workgroup and County Chief Information Officer		<ul style="list-style-type: none"> Technology needs of pilot site determined
Develop and launch virtual courtroom at pilot site	12/1/22	1/31/23	Virtual Hearings Workgroup, County Chief Information Officer, and CJCC Director	<ul style="list-style-type: none"> Funding for technology and remote location 	<ul style="list-style-type: none"> Technology installed at pilot site Virtual courtroom promoted in local media and pilot community Virtual hearings conducted at pilot site
Assess pilot and determine if continuation and expansion of concept is appropriate	2/1/23	8/31/23	CJCC Director and CJCC	<ul style="list-style-type: none"> Funding to sustain project and expand operations to other rural communities 	<ul style="list-style-type: none"> Data collected on activities at pilot site Pilot site outcomes evaluated Decision made to continue virtual court Initiative expanded to other rural communities



Strategy #3		Explore development of data dashboards to improve management of justice system				
Initiative/Task	Start Date	End Date	Leader	Resources Needed	Deliverables/Output(s)	
Form a justice system data dashboard workgroup	1/1/23	1/31/23	CJCC Director		<ul style="list-style-type: none"> Members selected for workgroup Meeting dates set Goals and objectives for workgroup defined 	
Assess current IT environment, research possible software solutions, and develop data dashboard proposal (including cost estimates)	2/1/23	7/31/23	Data Dashboard Workgroup	<ul style="list-style-type: none"> Technical guidance (e.g., SEARCH) 	<ul style="list-style-type: none"> Inventory of current IT systems conducted; data integrity reviewed Potential software solutions researched Technical assistance received, including peer support from model jurisdictions Proposal drafted for dissemination to stakeholders 	
Present data dashboard plan to CJCC, Board of Supervisors, and City Council for consideration	8/1/23	11/30/23	CJCC Director	<ul style="list-style-type: none"> Support of justice system stakeholders 	<ul style="list-style-type: none"> Proposal presented to CJCC and approved Proposal submitted to Board of Supervisors and City Council Proposal voted on by Board of Supervisors and City Council 	
Pursue implementation of plan, if funded	12/1/23	TBD	CJCC Director and Data Dashboard Workgroup	<ul style="list-style-type: none"> Funding from county and city 	<ul style="list-style-type: none"> Implementation plan created Software purchased and installed Implementation started 	

