

COURTS IN COCONINO COUNTY

JUSTICE 2035

FY2016-FY2020 – OPERATIONAL PLAN; STRATEGIC PROJECTS

January 15, 2016

FOCUS AREA: ACCESS AND QUALITY SERVICES						
GOAL 1: The Courts will be easily accessible and understandable to all people						
2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed¹ & Potential Challenges	Timeline	Status²/Notes
1.1 Expand and publicize the Law Library marketing plan – self-help expansion (15)	Improve public relations; increase customer service; increase citizen’s knowledge of the law library services	Law Library	County P.I.O., AZ Bar Foundation, Court Admin Low	Cost: LOW – MEDIUM Barriers: Time, implementation Resources: General Fund	1	On-going
1.2 Expand “Our Courts Arizona” to schools (15)	Improve public relations, citizen education, citizen input, youth education	Presiding Judge Court Admin	AOC, Judges High	Cost: LOW Barriers: Time Resources: General Fund	1-2	
1.3 Explore portals for check-in to limited jurisdiction Court and jury duty (15)	Improve customer service, shorten wait times, decrease staff workload	Clerk of the Court Court Admin	L.J. Courts, AOC, County I.T., City I.T. Medium	Cost: LOW Barriers: Time, technology and resources Resources: General Fund, JCEF	1-5	
1.4 Create satellite sites using physical presence and audio/visual access to sites in rural areas (15)	Improve customer service; increase access to the Courts; reduce travel time of customers	Court Admin Court I.T.	Clerk of the Court, AOC, Justice Courts, Facilities High	Cost: HIGH Barriers: Cost, Bandwidth, Infrastructure Resources: General Fund, JCEF	3-5	
1.5 Explore accepting credit cards in all Courts (06)	Increase revenue, increase customer service, reduce length of jail stay (L.O.S.)	Court Admin	Finance Department, Jail, Clerk of Court, All Courts High	Cost: LOW – MEDIUM Barriers: Money, resistance to change Resources: General Fund	1-5	

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1.6 Redesign, implement, and maintain content of website (13)	Provide public information, reduce volume of calls for inquiries to the Court	Court Admin	Web Design Committee, AOC ITD, County Information Systems High	Cost: MEDIUM Barriers: Staff resources, funding Resources: General Fund, Grants	2-3	
1.7 Explore expanding video connectivity (testimony, inmates) and conferencing Fredonia-IA's (06, 11, & 15)	Cost savings, improve Courthouse security, improve victim access	Court Admin Court I.T. AOC	Judges, Attorneys, Jail High	Cost: MEDIUM – HIGH Barriers: Money, infrastructure, business practices, Court rules Resources: General Fund, Court Enhancement, JCEF	1-5	
1.8 Explore development of an electronic transaction customer system (i.e. pro se self-filing) (06, 11, & 15)	Improve customer service, improve access (reduce wait times)	Court Admin Court I.T. AOC	Consultant, City/County Attorney, Defense Counsel, Customer Service Citizen Committee Medium	Cost: HIGH Barriers: Money, business practices, infrastructure Resources: General Fund, JCEF, Court Enhancement	5	
1.9 Increase bandwidth and wireless access for customers (11)	Improve customer service	Court I.T.	County I.T., City I.T., AOC High	Cost: MEDIUM Barriers: Money Resources: General Fund, JCEF, Court Enhancement	1-2	
1.10 Expand online payments (01, 04, 06, & 11)	Increase acceptance of e-commerce and online banking, improve access	Court Admin AOC	County/City Budget and Finance, County Information Systems, Clerk of the Court, Court Staff, Probation High	Cost: MEDIUM Barriers: Bank surcharges, convenience fees, security, and confidentiality Resources: General Fund, Grants	1-2	

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1.11 Adopt standardized forms (01)	Uniformity among Courts	AOC Court Systems User Group Court Admin	Forms Committee, Bar Association High	Cost: LOW Barriers: Turf issues, divergent jurisdictions Resources: General Fund, Grants	3-4	
1.12 Expand use of e-filing (01, 06, 11)	Improve customer service, improve public access	AOC Court Admin	Forms Committee, Bar Association High	Cost: HIGH Barriers: Turf issues, divergent jurisdictions Resources: General Fund, Grants	1-5	
1.13 Produce videos to educate pro se litigants (01, 11, & 15)	Improve customer service, improve public access, provide educational opportunities for customers to learn about the Courts	Court Admin Judicial Education Committee	AOC, Local Cable T.V., NAU, Local Bar, Local Library, Judges High	Cost: HIGH Barriers: Funding, time Resources: General Fund, Grants, Private Donations	1-2	On-going
1.14 Expand the number of self-help forms (06 & 15)	Improve customer service, improve public access, improve compliance with Court process, improve case processing	Law Library Specialist	DNA, Judges High	Cost: LOW Barriers: Time Resources: General Fund, DNA, United Way, Grants	1-5	On-going
1.14.1 Translate additional self-help forms into Spanish (06 & 15)	Improve customer service, improve public access, improve compliance with Court process, improve case processing	Law Library Specialist Interpreter Coordinator	DNA, Translation Vendor High	Cost: MEDIUM Barriers: Time Resources: General Fund, DNA, United Way	1-5	On-going

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1.15 Implement AZ Court Help virtual self-help center (15)	Improve customer service, improve public access, improve compliance with Court process, improve case processing	Law Library Specialist Court Admin	AOC Medium	Cost: MEDIUM – HIGH Barriers: Time, money, technology Resources: DES	1-2	On-going

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Goal 2: Judicial officers and staff will provide the highest quality of customer service – timely, respectful, and free of bias – to all Court users.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.1 Improve telephone response and system (15)	Improve customer service, increase response rates, improve access	Court Admin	County, City, & Court I.T., Outside Providers, Clerk of the Court High	Cost: MEDIUM Barriers: Technology, Funding, FTE's, staffing Resources: General Fund, JCEF	1-2	
2.2 Explore expansion of Superior Court ADR programs to include a mediation center (06 & 15)	Provide expanded mediation services and improve customer service	ADR Coordinator Judges	Attorneys, County Bar, Community High	Cost: LOW Barriers: Funding, time, turf, location Resources: General Fund, Court Enhancement, and/or Grants	3-5	
2.2.1 Explore online mediation (15)	Provide alternative delivery of services; expand use of ADR, provide opportunities to customers outside of Flagstaff, eliminate travel time	Court Admin	ADR Coordinator High	Cost: LOW Barriers: Funding, Time Resources: General Fund, Court Enhancement, and/or grants	3-5	
2.3 Citizen education and outreach through PSA's and increased use of social media (15)	Improve public relations, citizen education, citizen input	Court Admin	County & City P.I.O. Medium	Cost: LOW – MEDIUM Barriers: Time, availability, expertise Resources: General Fund	1-2	
2.4 Establish an information center (15)	Improve customer service, improve accessibility	Court Admin	Career Center, AmeriCore High	Cost: MEDIUM – HIGH Barriers: Funding, Staffing Resources: General Fund, Grants	3-5	

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2.5 Participate in the development of a new automated case management system (06 & 11)	More efficient case management system, improve case management reports, improve customer service	Court Admin LJ Courts	AOC, Other Courts, Field Trainer, CJI, LJC CMS steering committee High	Cost: LOW Barriers: Time, money Resources: General Fund	1-5	
2.6 Implement electronic minute entry/notification system (11)	Improve customer service, reduce costs, reduce carbon footprint	Clerk of the Court Court Admin Court I.T.	AOC, Staff Low	Cost: LOW Barriers: Automation, business practices, resistance to change Resources: General Fund	2-5	
2.7 Expand use of document management systems (01, 06, & 11)	Reduce paper and storage costs, reduce carbon footprint, access files quicker, improve customer service	AOC Court Systems User Group Court Admin	Court I.T, Court Users High	Cost: HIGH Barriers: Turf issues, divergent jurisdictions Resources: General Fund, Grants	1-5	
2.8 Conduct Customer Service Surveys (06 & 11)	Receive input from public, ability to target areas to improve service based on feedback	Court Admin	All Courts, Clerk of the Court High	Cost: MEDIUM Barriers: Inability to meet all expectation, funds, time Resources: Court Enhancement	1	On-going

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FOCUS AREA: FAIR AND TIMELY RESOLUTION AND EFFICIENT OPERATIONS						
Goal 1: The Courts will resolve legal matters in a timely manner, exceeding adopted time standards.						
2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed¹ & Potential Challenges	Timeline	Status²/Notes
1.1 Implement the Statewide model time standards (15)	Increase accountability of the Courts; a mechanism to measure performance of the Court; improve case processing	Court Admin	AOC High	Cost: LOW Barriers: Time, resistance to change Resources: General Fund	1	
1.2 Periodic assessment of case flow management systems with a focus on Limited Jurisdiction Courts (01 & 11)	Improve time to disposition, improve Court processes	Court Admin Case Flow Manager	Judges, Bar Association High	Cost: LOW Barriers: Lack of accurate data, retrieval issues, time, lack of willingness to change Resources: General Fund, Grants	1	On-going
1.3 Implement improvements to case management process (01 & 06)	Reduce case processing time, reduce jail length stay (L.O.S.)	Court Admin Judges Case Flow Manager Clerk of the Court	Bar Association, Supervisors High	Cost: LOW – HIGH Barriers: Resistance to change, funding, lack of staff resources, lack of willingness to change Resources: General Fund, Grants	1-5	
1.4 Expand evidence-based practices/programs (11)	Improve quality of programs, reduce recidivism, improve quality of life	Court Admin	Staff, AOC, Judges, probation, CJCC High	Cost: LOW – HIGH Barriers: Resistance to change, staff, time (data collection) Resources: General Fund, Grants	1-5	On-going
1.5 Expand use of the Public Safety Assessment-Court (Pretrial Matrix) (15)	Increase in information provided to judges at Initial Appearances, more informed release decisions	AOC Pre-Trial Services	Judges, AOC, Court Admin High	Cost: LOW Barriers: Staffing, obtaining criminal histories Resources: General Fund, Probation Dept.	1-2	

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FOCUS AREA: FAIR AND TIMELY RESOLUTION AND EFFICIENT OPERATIONS						
Goal 2: The Courts' processes and procedures will be fair, understandable, efficient, and effective. (Procedural fairness)						
2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed¹ & Potential Challenges	Timeline	Status²/Notes
2.1 Enhance/expand specialty Courts (15)	Increase level of service; reduce community cost; reduce recidivism	Court Admin	Service Providers, Prosecution, Defense, Probation High	Cost: HIGH Barriers: Cost, availability of resources, staffing, ongoing costs Resources: General Fund, Court Enhancement and/or Grants	3-5	
2.1.1 Explore development of a Family Law DUI/Drug Court (15)	Increase level of service; coordinated services	Court Admin Integrated Family Court Drug Court Juvenile Court	AOC High	Cost: LOW Barriers: Time Resources: General Fund, Court Enhancement and/or Grants	3-5	
2.1.2 Explore creation of a staff position focused on coordinating specialty Courts and resource needs (15)	Increase in the level of coordination; dedicated staff to focus on the needs of each individual specialty Court; increase level of service to the specialty Courts	Court Admin	Specialty Courts without Coordinators Medium	Cost: LOW Barriers: Time, funding Resources: General Fund, Court Enhancement and/or Grants	3-5	
2.2 Explore online juror application and orientation process (15)	Provides alternative to current jury process; decrease in waiting time; cost savings	Court Admin Clerk of Court	AOC Medium	Cost: LOW Barriers: Funding, time, lack of uniformity in the Courts Resources: General Fund	3-5	

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2.3 Explore use of email or texting technology to provide reminders for Court appearances, jury notices, etc. (15)	Decrease in number of failure to appears	Court Admin	Court I.T., Clerk of the Court, Flagstaff Justice Court, AOC High	Cost: LOW Barriers: Automation, business practices, resistance to change Resources: General fund, Court Enhancement, JCEF	1-2	
2.4 Explore a unified Court hotline for legal information, outstanding warrant issues, and acceptance of payments (15)	Increase customer service; Courts would be able to focus on day-to-day work and customers who are in person	Court Admin	AOC High	Cost: LOW - HIGH Barriers: Staffing, costs, training, infrastructure, jurisdiction, access Resources: General Fund, Court Enhancement, JCEF	3-5	
2.5 Participate in the Stepping Up Initiative (15)	Improve resources for the mentally ill; collaborate with other agencies	Court Admin Mental Health Court	County High	Cost: LOW Barriers: Time Resources: General Fund	2-3	
2.6 Review current fee structure and explore alternative fees (03 & 06)	Increase revenue to enhance Court services for our customers	Court Admin AOC	Clerk of the Court, Other Courts High	Cost: LOW Barriers: Decreased public access, more fee deferrals or waivers Resources: General Fund	1-2	On-Going

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2.7 Participate in the e-warrants pilot program (15)	Accuracy, time management, public and law enforcement safety	AOC	DPS, Sheriff, ACJC, Waterhole Consulting High	Cost: LOW Barriers: Technology, turf issues, time Resources: General Fund	1-2	1
2.8 Distribute, collect, and analyze jury exit surveys (04)	Improve jury services	Clerk of the Court Court Admin	Court Admin, Judges, Limited Jurisdiction Courts High	Cost: LOW Barriers: Time, lack of willingness to change Resources: General Fund	1-5	On-going
2.9 Promote Adult Mentoring Program (11)	Improve life skills, motivate youth	Juvenile Court Veterans' Court Committee	Juvenile Justice Committee, Chamber of Commerce, Big Brothers/Sisters, Schools, United Way, Youthbuild High	Cost: HIGH Barriers: Resources, time, finding adult mentors, screening potential mentors Resources: Grants	1-2	On-going

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FOCUS AREA: STRONG RELATIONS AND PARTNERSHIPS						
Goal 1: The Courts will have positive relations and collaborate effectively with stakeholders and justice system and community partners.						
2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed¹ & Potential Challenges	Timeline	Status²/Notes
1.1 Study areas to expand use of video conferencing to Title 36 proceedings (15)	Improve customer service, reduce travel time & costs to customers	Court Admin	Guidance Center, attorneys, judges, FMC, Legal Defender Medium	Cost: LOW Barriers: Time, staff, infrastructure Resources: General Fund	2-3	
1.1.1 Explore creation of an internet portal for submitting Title 36 documents to Courts (15)	Improve customer service, reduce travel time & costs to customers	Court Admin	Guidance Center, attorneys, judges, FMC, Court I.T., AOC, Legal Defender Medium	Cost: LOW Barriers: Time, staff, coordination Resources: General Fund	2-3	
1.2 Collaborate with Navajo Nation to create cultural training opportunities and PSA's for staff to identify areas to streamline the process and educate (15)	Improve collaboration, improve public access, improve public relations, improve public information	Court Admin Board of Supervisors	Tribal Leaders High	Cost: LOW Barriers: Time, resistance, scheduling Resources: General Fund	1-5	

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1.3 Partnership with schools (Internships) (06 & 11)	Potential employment pool, provide students opportunities to work in the CJ field	Court Admin	NAU, CCC, Courts, AOC, High Schools Medium	Cost: LOW Barriers: Partnership, sponsorship, time Resources: General Fund	1-5	On-going
1.4 Partner with Coconino County Bar Association on Law Day activities (06)	Opportunity to educate the public on Courts, opportunity for students to be in a Courtroom and learn Courtroom etiquette and processes	Court Admin	Bar Association, DNA, Judges Medium	Cost: LOW Barriers: Staff resources, time, community awareness Resources: General Fund	1	On-going
1.5 Collaborate with Native American Justice Partners (11)	Improve public access, improve collaboration	Court Admin Board of Supervisors Tribal Leaders	Other Governmental Agencies High	Cost: LOW Barriers: Time, resistance Resources: General Fund	1-5	On-going

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1.6 Collaborate with Coconino County Bar Association and DNA Legal Services to expand pro bono services (11)	Improve public access, reduce cost to customers	Court Admin	Bar Association, DNA Legal Services High	Cost: MEDIUM Barriers: Money, organization Resources: General Grants	1-3	On-going
1.7 Collaborate with DNA Legal Services to provide an eviction clinic (11)	Improve pro se information	Flagstaff Justice Court DNA Legal Services	Court Admin, Law Library Medium	Cost: LOW Barriers: Court schedule and resources Resources: HUD Grants	1	On-Going
1.8 Continue to provide Court services to Tusayan (12)	Provide Court services to the Town of Tusayan	Williams Justice Court Town of Tusayan	Court Admin High	Cost: LOW Barriers: Politics, staff time Resources: General Fund	1	On-going
1.9 Explore other specialized Courts with coordinated services (01, 06, & 11)	Increase direct levels of service, provide services to those most vulnerable, reduce recidivism	Court Admin CJCC	Bar Association, Judges, Community Leaders, County Attorney, Public Defender, Law Enforcement High	Cost: LOW Barriers: Resistance to change, vested interest and turf issued, cost and availability of resources Resources: General Fund, Grants	2-3	On-going

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1.9.1 Additional support for specialized Courts' post adjudication/post program participants (06)	Increase level of service, reduce community cost, reaching vulnerable populations, reduce recidivism	Court Admin CJCC	Intake Triage Unit (ITU), Community Leaders, NARBHA, Probation Departments High	Cost: HIGH Barriers: Resources, money, affordable housing, turf issues Resources: TGC, City, County, State, NARBHA, FMC	2-5	On-going
1.10 Review Specialty Court treatment services (13)	Expand treatment options to program participants, improve quality of life and community, reduce recidivism	Court Admin	Specialty Court Teams, Treatment Providers, County Board of Supervisors, Flagstaff City Council High	Cost: HIGH Barriers: Liability, on-going funding, limited treatment resources Resources: Federal Funds, Fill-the-Gap, General Fund	1-5	On-going
1.11 Expand Drug Court participants in the Page/Fredonia Justice Court (03, 06, & 11)	Improve quality of life, reduce recidivism, provide treatment services to vulnerable populations	Page/Fredonia JP Court Admin	Drug Court Team, Drug Court Advisory Board, Page Officials Medium	Cost: HIGH Barriers: Treatment funds, infrastructure in Page Resources: Fill-the Gap, Court Enhancement	1-5	On-going
1.12 Develop an in house parenting coordinator program (11)	Provide parenting coordinator services to more families	IFC Coordinator	ADR Coordinator, Judges, Local Service Providers High	Cost: LOW Barriers: Funding, time, number of providers Resources: General Fund, Grants	1-3	

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1.13 Explore regional specialty Courts (13)	Improve services to participants, improve quality of life, consolidation of services	Court Admin Judges	Service Providers, Veterans Administration High	Cost: MEDIUM Barriers: Jurisdiction, funding Resources: General Fund, Common Grants	3-5	
1.14 Court Admin participate in the Domestic Violence Coordinating Council meetings (03)	Develop partnerships with other agencies to increase domestic violence awareness, improve collaboration & coordination of services	Court Admin	Law Enforcement, Victim Witness, County Attorney, Public Defender High	Cost: LOW Barriers: Time Resources: General Fund	1-5	On-going
1.15 Track Court interpreter usage and needs (04)	Determine if additional interpreters are warranted, determine language use	Interpreter Coordinator	Court Admin Medium	Cost: LOW Barriers: Time Resources: General Fund	1	On-going
1.16 Continue to participate in CJCC (06)	Improve criminal justice system, improve communication, sharing reliable information, improving public image	Court Admin Judges	Council Members High	Cost: MEDIUM Barriers: Time, loss of departmental autonomy Resources: City/County General Fund	1-5	On-going
1.17 Participate in CJCC system study (11)	System efficiencies, cost saving opportunity, understanding implications within the CJ system	System Performance Sub-Committee Task Force	BJA, Judicial Research and Statistical Association (JRS) High	Cost: LOW Barriers: Time, stakeholder cooperation Resources: Grant	1-2	

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1.18 Expand search warrant program to other Courts (12)	Centralize after hours search warrants	Court Admin	Flagstaff Justice Court, Flagstaff Municipal Court, Williams Justice Court, Williams Municipal Court Medium	Cost: LOW Barriers: Money, staff time, coordination Resources: General Fund	1-3	
1.19 Publish strategic plan (01, 06, 11, & 15)	Publish plan, increase public perception of the Courts, transparency of what the Courts are working on and accountability of the Courts	Management Team	Judges, Clerk of the Court, key staff High	Cost: LOW Barriers: Time to produce report Resources: General Fund	1	
1.20 Review annually Justice 2035 plan with Management Team (03, 06, & 15)	Update Strategic Plan, able to obtain feedback from Justice 2035 Management Team, refocus on what the Courts set out to accomplish & what the community set out for the Courts to accomplish	Presiding Judge Court Admin	Management Team High	Cost: LOW Barriers: Time Resources: General Fund	1-5	On-going
1.21 Plan a Stakeholder Strategic Conference in 2020 (06, 11, & 15)	Community support, opportunity for the Courts to obtain community input	Court Admin	Management Team Medium	Cost: MEDIUM Barriers: Time, availability, Cost Resources: General Fund	3-5	

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1.22 Explore funding options (01)	Expand and improve funding stability	Court Admin	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, treatment Providers, AADCP//NADC High	Cost: LOW Barriers: Time Resources: Fill-the-Gap, General Fund, FARE Funds	1-5	On-going
1.22.1 Explore collaborative funding options for all Courts through their funding authorities (15)	Maintain and/or expand IGA/grants, share costs, share resources, share opportunities	Court Admin	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, treatment Providers, AADCP//NADC High	Cost: LOW Barriers: Time Resources: Fill-the-Gap, General Fund, FARE Funds	1-5	On-going

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2.1 Explore Pro Se Litigant clinic (15)	Increase understanding of Court processes and what is expected in Court	Court Admin	DNA, AOC, IFC, Law Library Medium	Cost: LOW Barriers: Time, staffing Resources: General Fund and/or other Special Revenue Funds	1-2	
2.2 Explore possibility of Court Processes 101 – internet clips and education on processes (15)	Improve public access, improve public relations, improve public information	Field Trainer Court Admin	Court I.T., County I.T., Judges Medium	Cost: LOW Barriers: Time, staffing Resources: General Fund and/or other Special Revenue Funds	1-2	
2.3 Present Court educational programs countywide (06)	Improve public relations, citizen input, citizen education	Court Admin	Judges, Schools, Service Clubs High	Cost: LOW Barriers: Time, resources Resources: General Fund	2-4	On-going
2.4 Promote the availability of all pertinent or critical forms and publications for customers using English as a second language and in plain English – no legalese (01)	Increased customer usage of available forms	Court Admin Legal Aid	AOC, Local Bar, NAU High	Cost: MEDIUM Barriers: Time, money, availability of translators, difficulty in translation Resources: General Fund, Grants	1-3	On-going

¹ COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +

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FOCUS AREA: PROFESSIONAL, COMPETENT, AND ENGAGED WORKFORCE						
Goal 1: The Courts' work environment will be positive, innovative, and engaging.						
2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed¹ & Potential Challenges	Timeline	Status²/Notes
1.1 Explore the creation of a formalized career ladder (15)	Increase retention, improve employee morale; succession planning	Court Admin	H.R. High	Cost: LOW Barriers: Courts follow their local HR systems, Cost Resources: General Fund	3-5	
1.2 Explore the development of a mentor program to assist with retention of new employees (15)	Increase retention; provide resource person to new employee	Court Admin	Field Trainer High	Cost: LOW Barriers: Time, participation Resources: General Fund	3-5	
1.3 Evaluate turnover to identify means to create a higher retention rate (15)	Increase retention; target areas for improvement	Court Admin	H.R. Medium	Cost: LOW Barriers: Time, staffing Resources: General Fund	2-3	
1.4 Implement and promote employee and juror self-care programs (15)	Improve overall self-care of employees and jurors	Court Admin	H.R., Program Provider High	Cost: MEDIUM Barriers: Costs, communication Resources: General Fund	2-3	
1.5 Formalize and enhance onboarding program that is specific for various job duties (15)	Improve staff development, improve retention, increase accountability of staff	Court Admin Field Trainer	Courts, Court Managers Medium	Cost: MEDIUM Barriers: Multiple jurisdictions, time, various job duties/descriptions Resources: General Fund and JCEF	2-3	
1.6 Provide opportunities for staff to attend Supervisory Academy (06)	Improve staff development, improve retention, improve staff morale	Court Admin Judges	Supervisors Low	Cost: LOW Barriers: Time, travel, money Resources: General Fund	1-5	On-going

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FOCUS AREA: PROFESSIONAL, COMPETENT, AND ENGAGED WORKFORCE						
Goal 1: The Courts' work environment will be positive, innovative, and engaging.						
2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed¹ & Potential Challenges	Timeline	Status²/Notes
1.7 Provide increased opportunities for staff to attend Court Leadership Institute of Arizona (06 & 11)	Improve staff development, improve retention, improve staff morale	Court Admin	AOC Low	Cost: LOW Barriers: Time, travel, money Resources: General Fund, Court Enhancement	1-5	On-going
1.8 Diversity training for all Court staff (01 & 06)	Increased diversity training opportunities for staff	Field Training Coordinator	Judicial Education Committee, COJET Committee, AOC-Commission on Minorities, Court Admin High	Cost: MEDIUM Barriers: Cost, facilities, lack of expertise Resources: General Fund, Grants	1-3	On-going

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FOCUS AREA: PROFESSIONAL, COMPETENT, AND ENGAGED WORKFORCE

Goal 2: The Courts' workforce will have the knowledge, skills, and abilities to do their jobs/work well.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.1 Increase number of video trainings specific to Courts in Coconino County (15)	Improve staff development, alternative training methods, reduce cost & time of travel	Field Trainer	Court I.T. Medium	Cost: MEDIUM Barriers: Infrastructure, resources, staff, time Resources: General Fund	1-2	
2.2 Explore Court-Wide Human Resource System (15)	Improve recruitments, development and retention of staff, more Court specific job descriptions, classifications, and compensation	Court Admin	Judges, Courts (County & City), AOC High	Cost: LOW Barriers: Time, funding issues, cross jurisdictions Resources: General Fund	3-5	
2.3 Evaluate current practices and procedures to identify and abandon inefficient/outdated procedures (15)	Increase efficiencies; reduce redundancies; illuminate unnecessary practices	Court Admin	Court Staff Field Trainer Medium	Cost: LOW Barriers: Willingness to change, time Resources: General Fund	1-5	On-going
2.4 Explore increasing training staff and capacity for cross training (15)	Increase training opportunities	Court Admin	Field Trainer Medium	Cost: HIGH Barriers: Costs Resources: General Fund, Court Enhancement, JCEF or other Special Revenue Funds	3-5	
2.5 Increase staff development opportunities (15)	More opportunities for staff to obtain information; succession planning; improve staff retention; growth and development opportunities; cross training	Field Trainer Court Admin	AOC, County & City H.R. Medium	Cost: LOW Barriers: Time, instructors Resources: General Fund and JCEF	1-2	On-going

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Goal 2: The Courts' workforce will have the knowledge, skills, and abilities to do their jobs/work well.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.5.1 Develop and promote computer based trainings for staff (15)	Increase in participation in trainings from outlying areas; ability for staff to complete training when it is convenient for them and the Court	Field Trainer	I.T., H.R. Medium	Cost: MEDIUM Barriers: Time, cost, staffing, availability of resources Resources: General Fund and JCEF	2-3	
2.5.2 Develop public records training (15)	Staff obtains knowledge of what public records are; provides an additional training opportunity for staff	Field Trainer	AOC Medium	Cost: LOW Barriers: Time, scheduling Resources: General Fund and JCEF	1-2	
2.5.3 Develop a certification process to improve staff professionalism and sense of accomplishment (15)	Improve training opportunities locally; improve staff retention; succession planning; provide certification for employee growth and development	Field Trainer Court Admin	H.R., AOC High	Cost: HIGH Barriers: Costs, time, size of project Resources: General Fund, Court Enhancement, other Special Revenue Funds	3-5	
2.6 Participate in county-wide emergency plan (06)	Improve response time to emergencies, improve awareness, continue Court operations, improve situational awareness	Court Admin Emergency Operations Center	Courts, Security Staff, Presiding Judge High	Cost: LOW Barriers: Awareness Resources: General Fund	1	On-going
2.7 Provide COOP training for Court staff (11)	Improve employees understanding of various emergency situations, identify gaps in process	Field Trainer Court I.T.	Court Admin High	Cost: LOW Barriers: Time Resources: General Fund	1-2	On-going

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Goal 2: The Courts' workforce will have the knowledge, skills, and abilities to do their jobs/work well.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.8 Conduct COOP exercises (11)	Identify gaps in process, provide staff opportunity to practice what they have learned	Court I.T. Security Staff	Law Enforcement, Emergency Operations Center (EOC), Court Admin High	Cost: LOW Barriers: Time, coordination, participation, customers Resources: General Fund	1-3	On-going
2.9 Participate in the Court Leadership Institute of Arizona (CLIA) (06)	Succession planning, improve training opportunities, improve staff retention	AOC	Court Admin, Judges, AASCA, LJCAA, Clerks Association Low	Cost: LOW Barriers: Money, time, size of project Resources: State/General Fund	1-5	
2.10 Coordinate a county wide Court staff conference (12)	Providing additional training opportunities	Field Trainer	Court Admin, AOC, Court Staff High	Cost: LOW Barriers: Time, facilities, money Resources: General Fund	1	On-going
2.11 Participate in development of Court Executive/Court Administrator Orientation Program (15)	Improve compliance with Court processes, increased training opportunities	AOC	Court Admin High	Cost: LOW Barriers: Time, travel Resources: General Fund	1-2	On-going

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FOCUS AREA: PROFESSIONAL, COMPETENT, AND ENGAGED WORKFORCE

Goal 2: The Courts' workforce will have the knowledge, skills, and abilities to do their jobs/work well.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.12 Encourage the standardization of business practices through the implementation of a new CMS (11)	Standardization, improve customer service, reduction of errors, improve public image	Court Admin Clerk of the Court	All Courts, AOC High	Cost: HIGH Barriers: resistance to change Resources: General Fund, AOC	5	On-going
2.13 Annual Limited Jurisdiction Workshop (11)	Communication, collaboration, uniformity	Court Admin Presiding Justice of the Peace	Judges Medium	Cost: LOW Barriers: Time, coordination Resources: General Fund, Court Enhancement	1-5	On-going
2.14 Quarterly Limited Jurisdiction Conference Call (11)	Communication, collaboration, uniformity	Court Admin Presiding Justice of the Peace	Judges Medium	Cost: LOW Barriers: Time, coordination Resources: General Fund	1-5	On-going
2.15 Quarterly Supervisor/Manager Conference Call (11)	Communication, collaboration, uniformity	Court Admin	Justice Courts Medium	Cost: LOW Barriers: Time, coordination Resources: General Fund	1-5	On-going

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Goal 2: The Courts' workforce will have the knowledge, skills, and abilities to do their jobs/work well.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.16 Provide DV Training for Court staff (01 & 11)	Improve staff development, improve staff knowledge of domestic violence	Court Admin COJET	Victim Witness, AOC (DV and ED Services)	Cost: LOW Barriers: Finding an expert to do the training – an impartial person Resources: General Fund, Grants	1-2	On-going
2.17 Recruit and select culturally diversified staff (01)	Tap into new employee pools, enhances trust/confidence in the Courts	Human Resources Court Admin	Community Groups, Tribes Medium	Cost: MEDIUM Barriers: Language, lack of recruitment for qualified applicants, low salaries for Court staff (hard to keep qualified bi-lingual staff) Resources: General Fund, Grants	1-5	On-going
2.18 Conduct yearly security training for all staff (06)	Improve situational awareness	Chief of Security	First Responders, Courts, Field Trainer, COJET Coordinators High	Cost: LOW Barriers: Time, staff schedules Resources: General Fund	1-5	On-going
2.19 Conduct annual drills/testing emergency scenarios (i.e. panic alarms, fire drills, evacuations) (06)	Safety awareness, ability to respond, provide opportunity for staff to practice what they've learned, ability to improve response times and identify gaps	Chief of Security	Courts, First Responders, Emergency Operation Center High	Cost: LOW Barriers: Scheduling Resources: General Fund	1-5	On-going

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FOCUS AREA: COURT INFRASTRUCTURE

Goal 1: Court facilities meet the current and future needs of judicial officers, Court employees, and the public, and instill trust and confidence in the judicial system.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
1.1 Explore development of new Flagstaff Municipal Courthouse or justice center (co-locate) (06, 11, & 15)	Improve efficiencies, improve customer service, improve access, improve security, improve collaboration	Court Admin	County, City of Flagstaff, Facilities High	Cost: HIGH Barriers: Funding, location, partnership trust and confidence Resources: General Fund, Bonds	1-2	1
1.2 Explore partnership opportunities to improve parking situation in downtown Flagstaff (15)	Improve customer service, increase number of parking spaces available to Court	County, City, Court Admin	City, County, DBA High	Cost: HIGH Barriers: Political will, locations Resources: General Fund, Bonds, Special Revenue	1-5	
1.3 Relocate Justice Agencies near Court and move non-justice county agencies out of downtown (15)	Create space for justice agencies	County	Facilities, City High	Cost: HIGH Barriers: Funding, space, political will, downtown community Resources: General Fund, Bonds, Special Revenue	5	
1.4 Explore grant funding alternatives (FARE) (FTG) (01)	Shared funding, improve best practice research, improve statistical analysis, improve performance measurement tools	Court Admin	Judges Medium	Cost: LOW Barriers: Floating calculation of actual Fill-the-Gap monies – unknown amount, instability of funding source Resources: General Fund	1-2	On-going
1.5 Explore improving security in limited jurisdiction Courts (06)	Improve Courthouse security, improve workplace environment	Chief of Security Court Admin Local Law Enforcement	Courts, First Responders, Attorneys High	Cost: LOW – HIGH Barriers: Funds, resources, facilities Resources: General Fund, JCEF, Court Enhancement	1-5	On-going

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2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
1.6 Participate in the funding approval process for a remodeled Court facility in Page (06 & 11)	Improve customer service, access to justice, improve security, improve workplace environment	Court Admin Page JP	County, City of Page High	Cost: HIGH Barriers: Funding Resources: General Fund, Bonds	1-5	1
1.7 Explore a new limited jurisdiction Court facility in Flagstaff (06 & 11)	Improve efficiencies, improve customer service, improve access, improve security, improve collaboration	Court Admin	County, City of Flagstaff, Facilities High	Cost: HIGH Barriers: Funding, location, partnership trust and confidence Resources: General Fund, Bonds	1-2	1

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FOCUS AREA: COURT INFRASTRUCTURE

Goal 2: The Courts’ technological infrastructure will support the business, priorities, and operations of the Courts.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.1 Establish Coconino County Justice System Technology Advisory Council (JSTAC) (15)	Establishment of Council, creation of a governance	Court Admin	City, County, L.E., Attorneys, Justice Partners Medium	Cost: LOW Barriers: Time, coordination, buy-in Resources: General Fund	1-2	
2.2 Develop county wide Court Security Committee to establish standards (15)	Development of a committee, establish standards across Courts, plan to implement uniformity	Court Admin	Courts, judges, security, AOC Low	Cost: LOW Barriers: Jurisdiction, locations Resources: General Fund	1-2	
2.3 Explore CJ Technology Department (15)	Ability to focus on CJ needs	JSTAC (2.1)	CJ Partners Low	Cost: LOW Barriers: Turf, loss of power in some I.T. departments Resources: General Fund	2-3	
2.4 Explore changing Court rules to redefine “Appearance” for Court (15)	Ability to conduct more hearings by video	Court Admin	LJC, SCAA, Judicial Organizations High	Cost: LOW Barriers: Attorneys, staff time Resources: General Fund	3-5	
2.5 Expand bandwidth (15)	Increased online capabilities, increased speed of access	Court Admin	AOC, County & City I.T., NAU Very High	Cost: HIGH Barriers: Funding, AOC buy-in Resources: General Fund, JCEF, Court Enhancement	1-2	
2.6 Include Native American tribes in interconnected video conferencing capabilities (15)	Expanded access to neighboring jurisdictions	Court I.T.	Court Admin, AOC, Tribal Leaders Low	Cost: HIGH Barriers: Coordination Resources: General Fund, JCEF, Court Enhancement	3-5	

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FOCUS AREA: COURT INFRASTRUCTURE

Goal 2: The Courts' technological infrastructure will support the business, priorities, and operations of the Courts.

2016 Strategic Projects	Targeted Outcome/ Measure of Success	Lead Role	Partners & Level of Support	Costs/Resources Needed ¹ & Potential Challenges	Timeline	Status ² /Notes
2.7 Maintain and expand integration of Criminal Justice Systems (01, 11, & 13)	Improve efficiencies, data sharing, collaboration, reduce cost & time of data entry	County Courts AOC ITD CJI	County Attorney, Clerk of the Court, County information System Medium	Cost: HIGH Barriers: Technology, multiple hardware/software platforms, multiple jurisdictions, funding, lack of staffing Resources: General Fund, State	1-5	On-going
2.8 Expand use of electronic filing citations with law enforcement agencies (06 & 11)	Improve efficiencies, cost saving, improve legibility, improve data integrity	Court Admin FPD	AOC, I.T., Other Law Enforcement Agencies	Cost: HIGH Barriers: Implementing new technology, money Resources: General Fund, Grants, Court Enhancement	1-3	

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