

Coconino County Courts
Justice 2030
05/24/2011

FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C1 <u>Justice System Partnerships</u> - Partner with justice system stakeholders (i.e. attorneys, judges, law enforcement, community, social workers, schools, behavioral health, victims, defendants, corrections, probation) to promote citizen outreach and justice system related education.							
RATIONALE: Build trust. Educate about legal process - understanding the "why" for procedures.							
SUCCESS INDICATORS: "Teen Group" and other related program participants will come out of summer program with education (DARE, Blockwatch, Junior Achievement). Increase in numbers receiving education, customer satisfaction surveys.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Establish new partnerships where a need has been identified or a gap exists (CJCC, service providers) (01)	Court Administration	Judges, Other Governmental Entities, Community Representatives, Elected Officials	High/High	Barriers: Turf issues, political barriers and imposed pressures, categorical funding Opportunities: Consolidate limited resources, omit duplication, break down stereotypes	LOW Cost General Fund and/or Grants	2-3	On-going
1.2 Partnership with schools (Internships) (06&11)	Court Administration	NAU, CCC, Courts, AOC, High Schools	Medium/Low	Barriers: Partnership, sponsorship, time Opportunities: College Criminal Justice Internship Program, potential employment pool	LOW Cost General Fund	1-5	On-going
1.3 Partner with Coconino County Bar Association on Law Day activities (06)	Court Administration	Bar Association, DNA, Judges	Medium/Medium	Barriers: Staff resources, time, community awareness Opportunities: Education of the public, provide free legal advice	LOW Cost General Fund	1	On-going
1.4 Collaborate with Native American Justice Partners (11)	Court Administration Board of Supervisors Tribal Leaders	Other Governmental Entities	High/High	Barriers: Time, resistance Opportunities: Improve public access	LOW Cost General Fund	1-5	On-going
1.5 Collaborate with Coconino County Bar Association and DNA Legal Services to expand pro bono services (11)	Court Administration	Bar Association, DNA Legal Services	High/High	Barriers: Money, organization Opportunities: Improve public access, reduce cost	MEDIUM Cost General Grants	1-3	On-going
1.6 Partner in ASU study to implement the "New Beginning" parent information class (11)	IFC/ADR Coordinators ASU	Judges	High/High	Barriers: Lack of providers Opportunities: Improve information for divorced parents	LOW Cost	1-3	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.7 Collaborate with DNA Legal Services to provide an Eviction Clinic (11)	Flagstaff Justice Court DNA Legal Services	Court Administration Law Library	Medium/Medium	Barriers: Court schedule and resources Opportunities: Improve pro se information	LOW Cost HUD Grants	1	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C2 <u>Specialized Courts</u> - Explore and develop specialized courts to more effectively implement therapeutic jurisprudence within the court system.							
RATIONALE: The current adversarial system may not always be an effective method of addressing individual needs.							
SUCCESS INDICATORS: Our customers will have the ability and the resources to more effectively deal with their own problems, so they can become more self-sustaining individuals who no longer need the court system.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Explore funding options (01)	Court Administration	Courts, County Attorney, Public and Legal Defender, Local Bar, Executive Branch, Legislative Branch, Treatment Providers, AADCP/NADC	High/High	Barriers: Time Opportunities: Expand and improve funding stability	LOW Cost Fill-the-Gap, General Fund, FARE funds	1-5	On-going
2.2 Explore other specialized courts with coordinated services (01&06&11)	Court Administration CJCC	Bar Association, Judges, Community Leaders, County Attorney, Public Defender, Law Enforcement	High/Medium	Barriers: Resistance to change, vested interest and turf issues, cost and availability of resources Opportunities: Experience that exits from doing the drug court program, best practices research, public pushing the courts to change	LOW Cost General Fund and/or Grants	2-3	On-going
2.2.1 Additional support for specialized courts' post adjudication/post program participants (06)	Court Administration CJCC	Intake Triage Unit (ITU), Community Leaders, NARBHA, Probation Departments	High/High	Barriers: Resources, money, affordable housing, turf issues Opportunities: Increase level of service, reduce community cost	HIGH Cost TGC, City, County, State, NARBHA, FMC	2-5	On-going

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.3 Expand Drug Court treatment services (06)	Court Administration Drug Court Coordinator	Drug Court Team, Drug Court Advisory Board, Treatment Providers, County Board of Supervisors	High/High	Barriers: Liability, on-going funding, limited treatment resources Opportunities: Expand treatment options to Drug Court participants, improve quality of life and community	HIGH Cost Federal Funds, Fill-the-Gap, General Fund	1-5	On-going
2.4 Expand Mental Health Courts to other jurisdictions (11)	Court Administration Flagstaff Justice of the Peace	Treatment Providers, Attorneys, Defense Prosecutors, Probation	High/High	Barriers: On-going funding, treatment funds, staff, time Opportunities: Expand treatment options, improve quality of life, community	HIGH Cost General Fund, Grants	1-4	
2.5 Expand Drug Court participants in the Page/Fredonia Justice Court (03&06&11)	Page/Fredonia JP Court Administration	Drug Court Team, Drug Court Advisory Board, Page Officials	Medium/Medium	Barriers: Treatment funds, infrastructure in Page Opportunities: Provide treatment to Page area residents	HIGH Cost Fill-the-Gap	1-5	On-going
2.6 Develop an in house parenting coordinator program (11)	IFC Coordinator	ADR Coordinator, Judges, Local Service Providers	High/High	Barriers: Funding, time, number of providers Opportunities: Provide parenting coordinator services to more families	LOW Cost General Fund, Grants	1-3	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C3 <u>Domestic Violence Awareness</u> - Courts should assist in educating community groups to aid them in reducing and preventing domestic violence.							
RATIONALE: Results are being seen in current program - need to expand limited resources.							
SUCCESS INDICATORS: An increase in the number of clients receiving services from community domestic violence resources.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Provide DV Training for court staff (01&11)	Court Administration COJET	Victim Witness, AOC (DV and ED Services)	High/High	Barriers: Finding an expert to do the training - an impartial person Opportunities: Willingness of DV experts to offer training	LOW Cost General Fund, Grants	1-2	On-going
3.2 Court Administration participate in the Domestic Violence Coordinating Council meetings (03)	Court Administration	Law Enforcement, Victim Witness, County Attorney, Public Defender	High/High	Barriers: Time Opportunities: Develop partnerships with other agencies to increase domestic violence awareness	LOW Cost General Fund	1-5	On-going
3.3 Explore the establishment of a consolidated OP/IH Court in Flagstaff (04)	Court Administration	County, City of Flagstaff	Medium/High	Barriers: Time, cost Opportunities: Improve services	MEDIUM Cost General Fund	1-2	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C4 <u>Public Information and Services</u> - Provide a mechanism for community involvement, as well as feedback and input from customers to improve service delivery.							
RATIONALE: Less complaints, increased community participation.							
SUCCESS INDICATORS: Measure attitude concerning involvement (pre and post measure); measure perception of system responding to community.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Bring Stakeholder Groups together to review the strategic plan every five years (01&06)	Presiding Judge Court Administration	Original Stakeholder Group	High/High	Barriers: Funds, time Opportunities: Success of the first retreats	HIGH Cost General Fund and/or Grants	5	On-going
4.2 Review annually Justice 2030 plan with Management Team (03&06)	Presiding Judge Court Administration	Management Team	High/High	Barriers: None Opportunities: Obtain feedback from Justice 2030 Management Team	LOW Cost General Fund	1-5	On-going
4.3 Prepare an educational presentation regarding the court system (PowerPoint presentation) (04)	Field Trainer	Court Administration, AOC	Medium/Medium	Barriers: Time Opportunities: Improve public information	LOW Cost General Fund	1	
4.3.1 Present court educational programs countywide (06)	Court Administration	Judges, Schools, Service Clubs	High/Low	Barriers: Time, resources Opportunities: Improve public relations, citizen input, citizen education	LOW Cost General Fund	2-4	On-going
4.4 Develop Law Library Facebook page (11)	Law Librarian	Court I.T.	Medium/Medium	Barriers: None Opportunities: Improve visibility of Law Library, improve information sharing, expand community outreach	LOW Cost General Fund	1	

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FOCUS AREA: <i>Community Outreach & Partnerships</i>							
STRATEGY: C5 <u>Cultural and Ethnic Sensitivity and Responsiveness</u> - Support a system that is culturally and ethnically responsive based on reciprocity and empowerment through mutual interaction and respect for all. (11)							
RATIONALE: Provide the opportunity for equal administration of justice for all people, regardless of ethnic background or culture.							
SUCCESS INDICATORS: Increased staff awareness and regular/mandated staff training; multilingual forms and the ability to provide multilingual services over the counter and over the phone.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
5.1 Recruit and select culturally diversified staff (01)	Human Resources Court Administration	Community Groups Tribes	Medium/ Low to High	Barriers: Language, lack of recruitment for qualified applicants, low salaries for court staff (hard to keep qualified bi-lingual staff) Opportunities: Tap into new employee pools, enhances trust/confidence in the courts	MEDIUM Cost General Fund and/or Grants	1-5	On-going
5.2 Promote the availability of all pertinent or critical forms and publications for customers using English as a second language and in plain English - no legalese (01)	Court Administration Legal Aid	AOC Local Bar NAU	High/High	Barriers: Time, money, availability of translators, difficulty in translation Opportunities: Availability of NAU language lab, certified Navajo translators, AOC has some translated forms, other county courts may have existing translated forms	MEDIUM Cost General Fund and/or Grants (AOC)	1-3	On-going
5.3 Diversity training for all court staff (01&06)	COJET Training Coordinator	Judicial Education Committee COJET Committee AOC - Commission on Minorities Court Administration	High/High	Barriers: Cost, facilities, lack of expertise Opportunities: NAU faculty members and student groups	MEDIUM Cost General Fund and/or Grants	1-3	On-going
5.4 Track court interpreter usage and needs (04)	Interpreter Coordinator	Court Administration	Medium/Medium	Barriers: Time Opportunities: Determine if additional interpreters are warranted	LOW Cost General Fund	1	On-going
5.4.1 Explore expanding court interpreter staffing level (04)	Court Administration	County City of Flagstaff	Medium/Medium	Barriers: Time, money Opportunities: Improved level of interpreter services	MEDIUM Cost General Fund	1-2	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F1 <u>New Funding Options</u> - Look at new ways to use existing funds - reallocation of resources and explore new funding streams.							
RATIONALE: Existing and expanded programs and services will require stable and on-going resources, including general fund and grant commitments.							
SUCCESS INDICATORS: Stable funding sources available.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Explore grant funding alternatives (FARE) (FTG) (01)	Court Administration	Judges	Medium/Low	Barriers: Floating calculation of actual Fill-the-Gap monies - unknown amount, instability of funding source Opportunities: The programs and services manifested in this strategic plan, community and judges have come together to prioritize programs and services	LOW Cost General Fund	1-2	On-going
1.2 Explore an IGA position that manages best practice research, statistics and grant writing (06)	Court Administration	County, City	Medium/Low	Barriers: Money Opportunities: Shared funding, improve best practice research, improve statistical analysis, improve performance measurement tools	HIGH Cost General Fund, Court Enhancement	3-5	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F2 <u>Improve Court Security and Safety</u> - Develop and implement security and safety programs for all courts within Coconino County. (11)							
RATIONALE: Safety of public, staff and participants (including victims and witnesses).							
SUCCESS INDICATORS: Awareness of problem and ongoing training provided. Staff comfort in knowing they are safe. No incidents. If problem occurs, proper response. Controlled access to courthouse. Screening for weapons at entrance of court.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1= Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Conduct yearly security training for all staff (06)	Chief of Security	First Responders, Courts, Field Trainer, COJET Coordinators	High/Low	Barriers: Time, staff schedules Opportunities: Improve security awareness	LOW Cost General Fund	1-5	On-going
2.2 Conduct annual drills/testing emergency scenarios (i.e. panic alarms, fire drills, evacuations) (06)	Chief of Security	Courts, First Responders, Emergency Operation Center	High/Medium	Barriers: Scheduling Opportunities: Safety awareness, ability to respond	LOW Cost General Fund	1-5	On-going
2.3 Explore improving security in limited jurisdiction courts (06)	Chief of Security Court Administration Local Law Enforcement	Courts, First Responders, Attorneys	High/Medium	Barriers: Funds, resources, facilities Opportunities: Improve court house security	LOW/HIGH Cost General Fund, JCEF	1-5	On-going
2.4 Improve court security using Homeland Security funds (06)	Purchasing Flagstaff Municipal Court Facilities	Court Administration, Chief of Security	High/Medium	Barriers: Ability to obtain funds Opportunities: Improve court house security	HIGH Cost Homeland Security Funds	2-3	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F3 <u>Increased Access to Facilities</u> - Explore and promote accessibility to court facilities and services, particularly for the physically impaired.							
RATIONALE: Everyone should be able to fully utilize the court system and have access to court services.							
SUCCESS INDICATORS: Facilities properly accommodating the public; reduce complaints; improve accessibility and participation in court services.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Explore court consolidation and facilities around regional use (06)	Court Administration	City/County, Facilities, Court I.T., Security, AOC, CJCC	High/Medium	Barriers: Funding, turf issues Opportunities: Improve customer services, efficiencies, cost savings	HIGH Cost General Fund, Bonds	1-5	
3.2 Improve parking at all Flagstaff court locations (06&11)	Court Administration	City/County, Merchants Association	High/High	Barriers: Funding, land Opportunities: Improve customer service, improve access to courts (with shuttle service)	HIGH Cost General Fund, Bonds, Special Districts	3-5	
3.3 Explore adding weekend and after hours court (06)	Court Administration	Judges, Law Enforcement, Attorneys, Court Staff	Medium/High	Barriers: Funding, staffing Opportunities: Improve case management, improve access to justice, improve customer services	HIGH Cost General Fund	2-5	
3.4 Participate in the funding approval process for a remodeled court facility in Page (06&11)	Court Administration Page JP	County, City of Page	High/High	Barriers: Funding Opportunities: Improve customer service, access to justice, improve security, improve workplace environment	HIGH Cost General Fund, Bonds	1-5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.5 Explore a new limited jurisdiction court facility in Flagstaff (06&11)	Court Administration	County, City of Flagstaff, Facilities	High/High	Barriers: Funding, location, partnership trust and confidence Opportunities: Improve efficiencies, improve customer service, improve access, improve security	HIGH Cost General Fund, Bonds	1-2	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F4 <u>Customer Information & Services</u> - Improve customer information and general public services.(11)							
RATIONALE: Greater access, dignity and respect; stakeholder roles are important.							
SUCCESS INDICATORS: Provided through customer surveys and feedback.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Create a staffed customer service center inside courthouse entrance (01&06&11)	Court Administration Clerk of Court	Facilities Department, Judges	High/High	Barriers: Funding Opportunities: Pooling of funding resources	MEDIUM Cost General Fund	3-5	
4.2 Explore establishing a central call center to serve all courts in the county (phone calls) (01&06)	Court Administration	County Information Services, Clerk of Court	High/High	Barriers: Cost, training Opportunities: Could automate it, currently have phone equipment to support this	MEDIUM Cost General Fund	4-5	
4.3 Explore accepting credit cards in all courts (06)	Court Administration	Finance Department, Jail, Clerk of Court, All Courts	High/High	Barriers: Money, resistance to change Opportunities: Increase revenue, increase customer service, reduce jail length of stay (L.O.S.)	LOW/MEDIUM Cost General Fund	1-5	
4.4 Explore the development of a volunteer program (11)	Court Administration	Community Services, H.R.	High/High	Barriers: Time, money, staff resources Opportunities: Improve customer service, community understanding of the courts	LOW Cost General Fund and Grants	1	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F5 <u>Court Rules & State Statutes</u> - Develop a mechanism for advocating change of court rules and state statutes to simplify court processes, information exchange and centralized information.							
RATIONALE: Consistency - local rules currently inconsistent with statutes and other counties. Efficiency of court; reduced paperwork; easier to use/work system.							
SUCCESS INDICATORS: Brief documents required by the court; streamlines processes; simplified rules, statutes; integration of automated systems and processes.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F6 <u>Enforcement of Court-Ordered Sanctions</u> - Explore and expand alternatives to improve the enforcement of court ordered sanctions.							
RATIONALE: Developing case management practices that allows for the efficiency, consistency and predictability of system. Courts accountability to the public.							
SUCCESS INDICATORS: Teams respond to non-compliance (collections, victim advocacy, officer, judge, county attorney). People leave the courthouse feeling they have been treated with respect and courtesy. Institutionalized accountability.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1= Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
6.1 Work with state to develop a collection module with increased functionality (03)	Court Administration AOC	Clerk of Court, Other Courts	High/Medium	Barriers: Time, money, priority Opportunities: Provide greater feedback on proposed programs	MEDIUM Cost General Fund	1-3	
6.2 Implement full FARE program in all Coconino County Courts (04&11)	Court Administration AOC	Clerk of Court, Other Courts	High/Medium	Barriers: Time, staff Opportunities: Increase revenue, improve enforcement of court ordered sanctions	LOW Cost General Fund	1-5	
6.3 Review current fee structure and explore alternative fees (03&06)	Court Administration AOC	Presiding Judge, Board of Supervisors, County Manager	High/Low	Barriers: Decreased public access, more fee deferrals Opportunities: Increase revenue	LOW Cost General Fund	1-2	On-going

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F7 <u>Case Management Assessment</u> - Periodically assess criminal, civil, and domestic relations case management systems.							
RATIONALE: Developing case management practices that allow for the efficiency, consistency and predictability of system. Courts accountability to the public.							
SUCCESS INDICATORS: Compliance with case management standards.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
7.1 Periodic assessment of case flow management systems with a focus on Limited Jurisdiction Courts (01&11)	Court Administration Case Flow Manager	Judges, Bar Association	High/High	Barriers: Lack of accurate data, retrieval issues, time Opportunities: Willingness to change	LOW Cost General Fund and/or Grants	1	On-going
7.2 Design re-engineering plans as needed and implement (01)	Court Administration Case Flow Manager	Judges, Bar Association	High/High	Barriers: Funding, lack of staffing resources Opportunities: Willingness to change	LOW/ HIGH Cost General Fund	1-3	
7.3 Implement improvements to case management process (06)	Court Administration Judges Case Flow Manager Clerk of Court	Bar Association, Supervisors	High/Medium	Barriers: Resistance to change, funding, lack of staff resources Opportunities: Willingness to change, reduce case processing time, reduce jail length of stay (L.O.S.)	LOW/ HIGH Cost General Fund and/or Grants	1-5	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F8 <u>Juror Utilization & Treatment</u> - Explore alternative techniques for the most efficient utilization and treatment of jurors.							
RATIONALE: The role of jurors is essential. The court has an obligation to treat citizens with respect and efficiency.							
SUCCESS INDICATORS: Statistics - number of jurors appearing; positive survey responses.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
8.1 Implement jury management plan and improve jury service (01&06)	Court Administration Presiding Judge Clerk of Court	AOC, Judges, Court Staff	High/High	Barriers: Funding, time and other priorities, lack of uniformity in the courts Opportunities: Willingness to change, in line with the AOC plan - priority at the state level, National Jury Study Center provides resources and information	LOW/HIGH Cost General Fund	3-4	On-going
8.2 Distribute, collect, and analyze jury exit surveys (04)	Clerk of the Court Court Administration	Court Administration, Judges, Limited Jurisdiction Courts	High/High	Barriers: Time Opportunities: Willingness to change, improved jury services	LOW Cost General Fund	1-5	On-going
8.2.1 Implement electronic scanning of supplemental jury questionnaires (11)	Court Administration	Attorneys, Judges	Low/Low	Barriers: Willingness to change, time Opportunities: Cost savings, staff efficiency	LOW/MEDIUM Cost General Fund	1	

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F9 <u>Emergency Preparedness</u> : Improve the courts ability to respond to emergencies. (11)							
RATIONALE: Enhance safety and preparedness for staff and public.							
SUCCESS INDICATORS: Written comprehensive plan that has been successfully tested.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
9.1 Participate in county-wide emergency plan (06)	Court Administration Emergency Operations Center	Courts, Security Staff, Presiding Judge	High/High	Barriers: Awareness Opportunities: Improve response time to emergencies, improve awareness, continue court operations	LOW Cost General Fund	1	On-going
9.2 Provide COOP training for court staff (11)	Field Trainer Court I.T.	Court Administration	High/Low	Barriers: Time Opportunities: Identify gaps in process	LOW Cost General Fund	1-2	On-going
9.3 Conduct COOP exercises(11)	Court I.T. Security Staff	Law Enforcement, Emergency Operation Center (EOC), Court Administration	High/Low	Barriers: Time, coordination, participation, customers Opportunities: Identify gaps in process, practice	LOW Cost General Fund	1-3	On-going

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F10 <u>Add More Alternatives to Litigation, Rehabilitation Programs, and Sentencing.</u> (06)							
RATIONALE: Provide more options for judges and alternatives for defendants.							
SUCCESS INDICATORS: Reduce recidivism; expand the number of rehabilitation programs; provide better quality of life.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
10.1 Explore additional housing for participants of specialized courts (06)	Court Administration Drug Court Coordinator	ITU, CJCC, City/County	High/Medium	Barriers: Affordable housing, location, money Opportunities: Improve quality of life, reduce recidivism, success of treatment	MEDIUM Cost General Fund	1-5	On-going
10.2 Expand evidence – based practices/programs (11)	Court Administration	Staff, AOC, Judges, Probation, CJCC	High/Medium	Barriers: Resistance to change, staff, time (data collection) Opportunities: Improve quality of programs, reduce recidivism, improve quality of life	LOW/HIGH cost General Fund, Grants	1-5	On-going
10.3 Promote Adult Mentoring Program (11)	Juvenile Court	Juvenile Justice Committee, Chamber of Commerce, Big Brothers/Sisters, School, United Way, Youthbuild	High/High	Barriers: Resources, time, finding adult mentors, screening potential mentors Opportunities: Finding new partner, improving life skills, motivate youth	HIGH cost Grants	2	On-going

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FOCUS AREA: <i>Facilities & Operations</i>							
STRATEGY: F11 <u>Criminal Justice Operations</u> - Coordination of criminal justice operations (CJCC) (06)							
RATIONALE: Build bridges between separate entities within the criminal justice system.							
SUCCESS INDICATORS: Programs and operations implemented across criminal justice boundaries.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
11.1 Continue to participate in CJCC (06)	Court Administration Judges	Council Members	High/High	Barriers: Time, loss of departmental autonomy Opportunities: Improve criminal justice system, improve communication, sharing reliable information, improving public image	MEDIUM Cost City/ County General Fund	1-5	On-going
11.2 Explore automated call system (reminders /notifications) (06&11)	Court Administration	Court Staff, Judges, Court I.T.	Medium/Medium	Barriers: Money, time, training Opportunities: Reduce warrants, reduce jail/incarceration rate, increase customer satisfaction, decrease FTAs, increase revenue, decrease non-appearances	LOW Cost General Fund	3-5	
11.3 Participate in CJCC system study (11)	System Performance Sub-Committee Task Force	BJA, Judicial Research and Statistical Association (JRS)	High/Low	Barriers: Time, stakeholder cooperation Opportunities: System efficiencies, cost saving opportunity, understanding implications in the CJ system	LOW Cost Grant	1-2	

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: 11 <u>Comprehensive Court web-site</u> - Support the comprehensive web-site for Coconino County Courts to better serve its customers and provide important court information (e.g. forms, instructions, points of contact, general and case specific information). (11)							
RATIONALE: Promote future access to justice via computers. Better serve customers, eliminate travel and reduce costs.							
SUCCESS INDICATORS: Measure number of hits the court web-site gets.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0= Not started; 1= Partially completed; 2= Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Implement and maintain content of website (01)	Court Administration	Web Design Committee, AOC ITD, County Information Systems	High/Medium	Barriers: Staff resources, funding Opportunities: Staff learns new software, provide public information, reduce load on court for answering questions	MEDIUM Cost General Fund and/or Grants	2-3	On-going
1.2 Place court calendars on web page (04)	Court Administration I.T. Specialist Judicial Assistant	County I.T., AOC	High/Medium	Barriers: Lack of uniformity Opportunities: Access to calendars by public and outside agencies	LOW Cost General Fund	1-5	
1.2.1 Expand court calendar to real-time access (06&11)	Court Administration Court I.T. Clerk of Court	Judge, Staff	High/Medium	Barriers: Time, resistance to change Opportunities: Improve customer service, improve access to justice	MEDIUM /HIGH Cost General Fund, Court Enhancement, JCEF	2-3	
1.2.2 Implement video calendar display in courts as needed (i.e. airport video monitors) (11)	Court Administration Court I.T.	Facilities	Low/High	Barriers: Money, software, facilities Opportunities: Improve public access, improve customer service	MEDIUM cost General Fund, JCEF	2-5	
1.3 Explore a web-based application to allow users to check case status (06)	Court Administration Court I.T.	AOC, Attorneys, Clerk of Court	High/Medium	Barriers: Time, money, I.T. infrastructure Opportunities: Improve public access to information, improve customer service	MEDIUM/ HIGH Cost General Fund, Court Enhancement, JCEF	2-3	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.4 Expand online access for juror responses (questionnaires, summons, and trial status) (06&11)	Clerk of Court Court Administration	AOC, I.T., Vendors	Medium/High	Barriers: Time, money, resistance to change Opportunities: Improve customer service, improve juror yield rates, cost savings	MEDIUM Cost General Fund, JCEF, Court Enhancement	2-3	
1.5 Place local administrative orders on web page (11)	Court Administration Presiding Judge	Court I.T.	Medium/Low	Barriers: Time, resistance to change Opportunities: Access to administrative orders by court personnel	LOW Cost General Fund	1-2	

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: I2 <u>Integrated Justice Computer System</u> - Develop an integrated justice computer system based on open architecture that promotes the seamless exchange of information.							
RATIONALE: Improve productivity and eliminate duplicate entry. Reduce errors, enhance public safety, and increase the speed of access.							
SUCCESS INDICATORS: Eliminate duplicate entry, gain consistency and reliability, increased available information, data available in timely manner, improved judicial enforcement.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Expand integration of Criminal Justice Systems (01&11)	County Courts AOC ITD CJI	County Attorney, Clerk of Court, County Information System	Medium/Medium	Barriers: Technology, multiple hardware/software platforms, multiple jurisdictions, funding, lack of staffing Opportunities: A federal priority - cooperation between criminal justice groups	HIGH Cost General Fund, State	1-5	On-going
2.1.1 Electronic data transfer of warrants to and from law enforcement (11)	AOC	Field Trainer, Court I.T., LE, CJI	Medium/Medium	Barriers: Technology, multiple hardware/software platforms, multiple jurisdictions, funding, lack of staffing Opportunities: Data accuracy and timelines, cooperation	LOW cost General Fund	2-4	
2.2 Electronic data transfer of onbase files to the court of appeals (11)	Court Administration Court I.T. Clerk of Superior	AOC	Low/Low	Barriers: Resistance to change Opportunities: Staff efficiency, improve data/file accuracy	LOW Cost General Fund	1-2	
2.3 Expand use of electronic field citations with law enforcement agencies (06&11)	Court Administration F.P.D.	AOC, I.T., Other Law Enforcement Agencies	High/Medium	Barriers: Implementing new technology, money Opportunities: Improve efficiencies, cost saving, improve legibility, improve data integrity	High Cost General Fund, Grants, Court Enhancement	1-3	

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: I3 <u>Information Technology Assessment</u> - Periodically assess current information and technology developments. Coordinate with other entities to annually assess and plan information technology developments.							
RATIONALE: Avoid obsolescence, plan budget strategies adequately, leverage investments.							
SUCCESS INDICATORS: Conformity with assessment tools and goals.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1= Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Participate in the development of a new automated case management system (06&11)	Court Administration LJ Courts	AOC, Other Courts, Field Trainer, CJI, LJC CMS steering committee	High/High	Barriers: Time, money Opportunities: More efficient case management system, improve case management reports, improve customer service	LOW Cost General Fund	1-5	
3.2 Implement a new automated case management system (06&11)	AOC Court Administration LJ Courts	Judges, Staff, CJI, Field Trainer, LJC CMS steering committee, Court I.T.	High/High	Barriers: Time, money, implementation process, resistance to change Opportunities: More efficient case management system, improve case management reports, improve customer service	HIGH Cost General Fund, Court Enhancement, JCEF	2-5	
3.3 Explore appropriate use of courtroom record keeping alternatives (i.e. real-time, digital, court reporter paperless notes) (06)	Court Administration Presiding Judge	Court Reporters, Clerk of the Court, Supreme Court, AOC, I.T.	High/Medium	Barriers: Resistance to change, money Opportunities: Cost savings, provide alternative delivery of services	MEDIUM/ HIGH Cost General Fund, Court Enhancement, JCEF	1-5	
3.4 Explore expanding video connectivity (testimony, inmates) and conferencing Fredonia - IAs (06&11)	Court Administration Court I.T. AOC	Judges, Attorneys, Jail	High/Medium	Barriers: Money, infrastructure, business practices, court rules Opportunities: Cost saving, improve courthouse security, improve victim access	MEDIUM/ HIGH Cost General Fund, Court Enhancement, JCEF	1-5	
3.5 Explore development of an electronic transaction customer system (i.e. pro se self-filing) (06&11)	Court Administration Court I.T. AOC	Consultant, City/County Attorney, Defense Counsel, Customer Service Citizen Committee	Medium/Medium	Barriers: Money, business practices, infrastructure Opportunities: Improve customer service	HIGH Cost General, JCEF, Court Enhancement	5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.6 Implement electronic minute entry/notification system (11)	Clerk of the Court Court Administration Court I.T.	AOC, Staff	Low/Medium	Barriers: Automation, business practices, resistance to change Opportunities: Customer service, cost savings, be green	LOW Cost General Fund	2-5	
3.7 Increase bandwidth and wireless access (11)	Court I.T.	County I.T., AOC	High/Medium	Barriers: Money Opportunities: Improve customer service	LOW Cost	1	

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FOCUS AREA: <i>Information & Technology</i>							
STRATEGY: I4 <u>Interactive Web Site</u> - Support continued development of electronic and web based services.(11)							
RATIONALE: Improve effectiveness and efficiency, regardless of location - improve access.							
SUCCESS INDICATORS: Increase collections, decrease data entry, increase accuracy, resolve cases more quickly and increase customers' opportunity to use technology for assistance.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Implement on-line payments (via FARE) (01&04&06&11)	Court Administration AOC	County/City Budget and Finance, County Information Systems, Clerk of Court, Court Staff, Adult Probation	High/High	Barriers: Bank surcharges, security and confidentiality Opportunities: Increased acceptance of e-commerce and on-line banking, programs exist	MEDIUM Cost General Fund, Grants	1-2	
4.2 Adopt standardized forms (01)	AOC Court Systems User Group Court Administration	Forms Committee, Bar Association	High/High	Barriers: Turf issues, divergent jurisdictions Opportunities: State level committee - a history of standardized forms	HIGH Cost General Fund, Grants	3-4	
4.3 Expand use of e-filing (01&06&11)	AOC Court Administration	Forms Committee, Bar Association	High/High	Barriers: Turf issues, divergent jurisdictions Opportunities: State level committee - a history of standardized forms	HIGH Cost General Fund, Grants	1-5	
4.4 Expand use of document management systems (01&06&11)	AOC Court Systems User Group Court Administration	Court I.T., Court Users	High/High	Barriers: Turf issues, divergent jurisdictions Opportunities: State level committee - a history of standardized forms	HIGH Cost General Fund, Grants	1-5	
4.5 Expand acceptance of online payments (pleas, civil filings, other case types) (11)	Court Administration	AOC, I.T., Budget, Finance Departments, County Courts, City/County	High/High	Barriers: Bank surcharges, secure transactions and encryptions, integration to the case management system, resistance to change Opportunities: Improve customer service, improve public access, increase revenues	MEDIUM Cost General Fund, Court Enhancement, JCEF	1-5	

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Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.6 Create a pre-adjudication online/plea process, civil traffic (11)	Court Administration CJI AOC	Court I.T., County Courts, Field Trainer	Medium/High	Barriers: Technology, defendant online verification, case management and system updates/implements Opportunities: Improve customer service, reduce clerical impact on courts, improve access to courts	LOW cost General Fund	3-5	

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q1 <u>Pro Se Litigant Services</u> - Expand services, forms, and publications for pro se litigants.							
RATIONALE: Make the system more comprehensible and user friendly.							
SUCCESS INDICATORS: Survey pro se litigants; process cases more efficiently; evaluate court personnel's experience with pro se cases; meet increase demand by the public.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Produce videos to educate pro se litigants (01&11)	Judicial Education Committee	AOC, Local Cable T.V., NAU, Local Bar, Local Library, Judges	High/High	Barriers: Funding, time Opportunities: NAU studio, AOC studio	HIGH Cost General Fund and/or Grants, private donations	1-2	On-going
1.2 Expand the number of self help forms (06)	Law Library Specialist	DNA, Judges	High/Medium	Barriers: Time Opportunities: Improve customer service, improve public access, improve compliance with court process, improve case processing.	LOW Cost General Fund, DNA, United Way, Grants	1-5	On-going
1.2.1 Translate additional self help forms into Spanish (06)	Law Library Specialist Interpreter Coordinator	DNA, Translation Vendor	High/Medium	Barriers: Time Opportunities: Improve customer service, improve public access, improve compliance with court process, improve case processing.	MEDIUM Cost General Fund, DNA, United Way	1-5	On-going

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q2 <u>Service Assessment Mechanism</u> - Establish an ongoing customer relations and services function within the courts to ensure quality and accessibility of court services. (11)							
RATIONALE: Decrease frustration; solve systematic problems; foster greater respect for the system; increase participation by litigants.							
SUCCESS INDICATORS: Increase number of participants; customer satisfaction survey results; service provider evaluations of case processing.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Conduct Customer Service Surveys (06&11)	Court Administration	All Courts Clerk of the Court	High/High	Barriers: Inability to meet all expectations, funds, time Opportunities: Input from public, target areas to improve service	MEDIUM Cost Court Enhancement	2-5	On-going

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FOCUS AREA: <i>Quality & Access to Justice</i>							
STRATEGY: Q3 <u>Limited Jurisdiction Court ADR</u> - Expand the use of Alternative Dispute Resolution (ADR) in limited jurisdiction courts.							
RATIONALE: Solve problems at first point possible; use less expensive methods; avoid escalation of conflict through early intervention; cost effective.							
SUCCESS INDICATORS: The number of cases referred and resolved through ADR; increase resources for cases that are not resolved through ADR.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Explore the implementation of an ADR Program in the Limited Jurisdiction Courts (01&11)	Presiding Judges Court Administration	ADR Director, Prosecutors, Local Bar	High/High	Barriers: Funding, training, turf Opportunities: Existing Superior Court program, city council support, mediators are available for this function on a volunteer basis, also through NAU	LOW/ HIGH Cost General Fund	2-3	
3.2 Expand Superior Court ADR programs (06)	ADR Coordinator	Court Administration, Judges, State Bar, Clerk of the Court	High/High	Barriers: Funding, time, turf Opportunities: Provide expanded mediation services and improve customer service	MEDIUM General Fund, Court Enhancement and/or Grants	1-3	

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FOCUS AREA: <i>Structure & Administration</i>							
STRATEGY: S1 <u>Professional Development and Technology Training</u> - Develop a mandatory, comprehensive training program that promotes individual growth, professionalism and promotes skills and attitudes necessary to deal with a diverse customer base, fellow employees and state of the art technology, including career paths.							
RATIONALE: Public image; system efficiencies; improve data information collection and analysis.							
SUCCESS INDICATORS: Less complaints, phone calls, better trained staff offering better customer service.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Participate in the development of the Court Leadership Institute of Arizona (CLIA) (06)	AOC	Court Administration, Judges, AASCA, LJCAA, Clerks Association	Low/Low	Barriers: Money, time, size of project Opportunities: Succession planning, improve training opportunities, improve staff retention	LOW Cost State/General Fund	1-5	

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FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S2 <u>Strategic Planning Implementation and Evaluation</u> - Establish a structured, on-going implementation and evaluation function within the office of the Court Administrator, which includes community input, to regularly review and update the court strategic plan, and other court innovations. Evaluation will include benchmark research, trial court performance evaluation, and customer and employee satisfaction surveys.							
RATIONALE: Benchmarks needed to show success or how well the court is doing - evaluating tool; need feedback; helps substantiate activities; need to verify; help justify resources/money; notices to community about what the courts are doing.							
SUCCESS INDICATORS: Benchmark evaluations; publish and implement strategic action plan.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Publish strategic plan (01&06&11)	Management Team	Judges, Clerk of the Court, Key staff	High/High	Barriers: Time to produce report Opportunities: Process has started, has momentum	LOW Cost General Fund	1	
2.2 Hold annual meeting to review plan - smaller than initial group (01)	Court Administration	Management Team	High/High	Barriers: Time, availability, cost Opportunities: Community support	LOW Cost General Fund	1	On-going
2.3 Review achievements and refine strategic plan as necessary (01)	Court Administration	Management Team, NAU research staff	High/Low	Barriers: Problems collecting data Opportunities: Expand and improve current strategic plan.	LOW Cost General Fund	1-5	On-going
2.4 Plan a Stakeholder Strategic Conference in 2015 (06&11)	Court Administration	Management Team	Medium/Medium	Barriers: Time, availability, cost Opportunities: Community support	MEDIUM Cost General Fund	3-5	

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FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S3 <u>Limited Jurisdiction Court Consolidation</u> - Support greater collaboration and continuity among county courts. (11)							
RATIONALE: Explore levels of consolidation; find driver of process; understand political factors.							
SUCCESS INDICATORS: Courts are easier to use, increase public support, less internal and external confusion, better service, less complaints, efficient case processing.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Completed							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Encourage the standardization of business practices through the implementation of a new CMS (11)	Court Administration Clerk of the Court	All Courts, AOC	High/High	Barriers: Resistance to change Opportunities: Standardization, improve customer service, reduction of errors, improve public image	HIGH Cost General Fund, AOC	5	On-going
3.2 Annual Limited Jurisdiction Workshop (11)	Court Administration Presiding Justice of the Peace	Judges	Medium/Low	Barriers: Time, coordination Opportunities: Communication, collaboration, uniformity	LOW Cost General Fund	1-5	On-going
3.3 Quarterly Limited Jurisdiction Conference Call (11)	Court Administration Presiding Justice of the Peace	Judges	Medium/Low	Barriers: Time, coordination Opportunities: Communication, collaboration, uniformity	LOW Cost General Fund	1-5	On-going
3.4 Quarterly Supervisor/ Manager Conference Call (11)	Court Administration	Justice Courts	Medium/Low	Barriers: Time, coordination Opportunities: Communication, collaboration, uniformity	LOW Cost General Fund	1-5	On-going

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FOCUS AREA: <i>Structure and Administration</i>							
STRATEGY: S4 <u>Recruitment/Retention</u> : Improve salaries, benefits, training to promote and professionalize staff. (06)							
RATIONALE: Recruit, retain, and develop quality court staff							
SUCCESS INDICATORS: Improve retention ratio; improve employee morale and satisfaction; improve quality of work.							
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +							
Status: 0 = Not started; 1 = Partially completed; 2 = Complete							
Actions to Implement	Lead Role	Partners	Stakeholders/ Community Support	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
4.1 Explore a court-wide personnel and compensation system for all employees (06)	Court Administration	City/County Management, Employees, Human Resources	Medium/Low	Barriers: Time, possible funding issues Opportunities: Improve recruitments, development and retention of staff.	HIGH Cost General Fund	1-5	
4.2 Provide opportunities for staff to attend Supervisory Academy (06)	Court Administration Judges	Supervisors	Low/Low	Barriers: Time, travel, money Opportunities: Improve staff development, improve retention, improve staff morale.	LOW Cost General Fund, Court Enhancement	1-5	On-going
4.3 Provide increased opportunities for staff to attend Court Leadership Institute of Arizona (06&11)	Court Administration	AOC	Low/Low	Barriers: Time, travel, money Opportunities: Improve staff development, improve retention, improve staff morale	LOW Cost General Fund, Court Enhancement	1-5	On-going