

## NAVAJO COUNTY JUSTICE SYSTEM STRATEGIC PLANNING

### PARTNER SURVEY RESPONSES

Navajo County developed and distributed a survey to partners during the month March 2023 to gather data to inform a strategic planning process. A total of 66 individuals filled out the survey. Below are the survey responses, organized by survey question.

- 1. The needs of the people your organization or agencies serves may change over time based on a variety of influences. What changes have you observed over the last two years that the planning team should consider during the strategic planning process? This may include changes in demographics, the needs of community members, community resources, the operation of agencies, funding, state or federal law.**

*Responses:*

- There are more and more people living and visiting with not enough resources.*
- Our population seems to have grown by double. We are in need of widened main roads, asphalt upkeep, and more community resources for mental health for children. More community activities for the youth as well.*
- The area is growing in population size, and with it everything else increases, including the number of crimes committed/reported. It does not seem like the county and the municipalities have adequately prepared to be able to keep up with the increase. All law enforcement agencies are lacking the personnel to be able to respond to calls for service AND enforce town codes and traffic law in a meaningful way. The county attorney's office is also short staffed, and in an effort to overcome the high volume of reports that come across their desks, they regularly offer paltry plea deals to avoid trials, and fail to seek any meaningful consequences that encourage behavior changes.*
- We need more "education" on what we can provide from mental health and teen suicide.*
- There is not enough affordable housing for families or single people. Affordable Housing in our Community and surrounding area has gotten worse (houses need repairing), less and less. The out of town or out of State Landlords don't want to repair the Rentals even if they have Renters in them. Holbrook needs transportation for in town needs as well as to Winslow. Holbrook and Winslow have a lot of resources, but people need help getting to them. It has gotten harder to receive funds for the Rural areas, even from State or Federal funds. It seems during Covid, Rural areas received less funding.*
- Increased population. When more people move to the area, we should increase our police force. It hasn't changed much in years.*
- There has been a population increase and not enough funding/personnel increase to assist with the extra call volume and traffic.*
- More awareness of Mental Health issues and a willingness by Family members to attend our NAMI Family Support Groups and talk about involvement with the Criminal Justice System*

- *Community resources! Funding!*
- *I feel strongly that we need more resources for the opioid disaster that is within our community. I feel homeless shelters that give out treatment for addiction and mental illness is what is most needed. I also feel that pay wages should be more for the employees that have degrees and not same wages as the ones that do not. It is also a very good idea to have more critical training when it comes to public severance on our constitutional rights and amendments.*
- *None that I can think of off the top of my head.*
- *Fentanyl Lessening community support for and dedication to education (lower community college enrollment, lessening support of parents/family for educators/students in school) Inflation & increased costs of food and other basic necessities. Ending of pandemic relief programs. Less and less affordable housing*
- *The community has grown continuously with remote work without the support of taxes from corporations or business as the employers are located elsewhere while residency has grown. Staffing levels have remained generally the same or reduced due to less available job seekers. Some services such as the Crisis Response Team and the collaboration of entities have vastly improved. Communication systems via radio towers have not improved requiring transition to a system more based upon cell communications with vulnerabilities with Frontier.*
- *Needs of community, operation of agencies and funding.*
- *The mental health care needs of community members have increased, or, maybe we are just seeing them manifest more than in the past.*
- *The biggest change I have seen is fentanyl and how its impacting all rural communities- we need to be able to test for it.*
- *Relocating, Changes in Needs, Lack of Resources, Lack of Workers, Lack of transportation or travel assistance in areas, continued increase in red tape by state and federal.*
- *Our community has become steadily more economically divided, with fewer resources for families and no support system for school-aged children, leading to more 'latchkey kids'.*
- *Awareness more in the Northern Communities and Law Enforcement availability in the rural areas.*
- *It would be great to have more court appointed rehab instead of giving repeat offenders a slap on the wrist.*
- *We have lots of new residents from COVID and California. The problem is that community resources are still way behind this population increase.*
- *I perform clinical counseling and have extensive experience with juvenile justice counseling and elder abuse.*
- *Funding for victim services is decreasing. We are seeing an influx of crime as our county population grows. Community members need resources to affordable housing, childcare, and food. We also need counseling options other than Changepoint that can help people.*

- *Funding and health plan changes.*
- *INCREASE IN DRUGS USAGE. THIEFT. MAKING PLEA DEALS AND RELASING INDIVIUALS BACK INTO OUR COMMUNITY. CHILD MOLESTERS, DRUG USERS AND SELLERS GET RELASE TO CONTINUE. THEY SHOULD HAVE A QUICK HEARING TO GET THEM HELP OR KEEP THEM OFF THE STREETS.*
- *The older elder population has greatly deceased. The baby boom generation have become the senior citizens, which has increased a new greater population of seniors. People are post-COVID with changes in health, finances, & spirituality. Need more resources to help people come back to normalcy - counseling, rehabilitation, and job training. There are a lot of displaced, homeless individuals in the communities.*
- *The needs have not changed for rehabilitation services, in fact it has increased, and we are at full capacity with residential patients seeking assistance. Drug abuse is increasing, and this facility seems to be used as a drop off for unwanted or less desirable people to be incarcerated at the city/county level.*
- *We need more help for addicts and their families.*
- *Changes in funding, a reduction in available grants due to decreased fines imposed by the court. Increase in knowledge surrounding victims' rights, spending more time with one victim than we used to. Statue changes impact the victim population we serve. Turnover of staff with all criminal justice agencies, negatively impacts progress that could be made for future Lack of qualified applicants to fill vacancies Lack of communication between agencies. Lack of available digital resources available for victims to participate in the criminal justice process/court hearings. Employee Burnout Spread of misinformation about how the criminal justice system works through social media.*
- *I think many community members are still struggling with the mental health impacts of the pandemic. Combined with federal changes to food stamps, many in our community will be suffering and anything our communities can do to help, rather than punish our community members, the better.*
- *Nothing to add.*
- *The cost of house, apartment, and hotel rentals has significantly increased, and the availability of low-income rental housing is nonexistent. House building material has significantly increased as well. We do have an increase in homeless people seeking housing.*
- *We have seen a significant increase in the cost of rent and subsequent number of homeless people.*
- *I have not been with this organization for two years but as a community member I see that CBI is helping people to find direction away from their addictive behaviors. Something that I believe is needed in this community is housing and transportation that is able to be open to those struggling with addiction and making attempts to change their lives for the better. Our rural communities struggle with homelessness, lack of transportation to make appointments and the strong arising of fentanyl. Adolescent education is needed for the youth that are focused on this substance.*
- *Fentanyl has become a blight on our community over the past two years.*

- *There is a need for more officers to patrol non-Navajo offenders, especially in the area of traffic control. Non-Navajos speed and this puts Navajos in danger.*
- *Over the last few years, I have noticed a trend to cite and release instead of arresting and putting offenders in jail for misdemeanors.*
- *Our jurisdiction has experienced substantial population growth in the last two years. We need additional personnel and resources to evaluate, prosecute, monitor, and treat individuals within the criminal justice system.*
- *There has been a significant need for mental health in the area. Covid-19 has taken a toll on many individuals. Additionally, I have noticed many individuals under the age of 18 using vapes. This has become a real issue.*
- *Helping our members stay out of poverty or jail. We have developed a Staying Ahead Course.*
- *Better collaboration and engagement from various stakeholders*
- *The drug scene is becoming more and more prevalent amongst juveniles. Especially fentanyl.*
- *Increase accessibility to video and telephonic communication, with funding and IT support for a seamless transition.*
- *The Navajo County Sheriff's Dept need to be in the northern portion of the state, not just south county. I observe many speeders passing through US 160, and other crimes, drug dealers and bootleggers. We need at least 1 or 2 officers to patrol the area daily and stationed in Kayenta. Commercial truck drivers and tour bus drivers have no respect for the laws - state and tribal.*
- *We need a viable Telehealth/Digit Care Solutions throughout the White Mountains*
- *Influx of people moving to this area, and we do not have the infrastructure nor the housing to support it.*
- *Due to construction projects in and around town, a lot of new workers in town has slightly increased population and changed the demographics. We have a lack of behavioral health and substance abuse services. Staffing continues to be an issue, we are currently short 7 certified positions. Our dispatch center is currently short-staffed as well. Accreditation is now a federal requirement. Legalization of marijuana has changed services.*
- *The influx of people coming into the area, the loss of jobs and the increase of inflation*
- *Homelessness, the need for housing client in recovery.*
- *Today we have a criminal justice system interested in talking about how to do better and I am grateful. Now it's time for ACTION. We need a system that is proactive in diverting individuals from the criminal justice system by utilizing agency and organizational partners/stakeholders. It is important to be diverse in engaging behavioral health and substance use resources to better fit the individual needs of each person. It takes a village, and to create a village you must engage with individuals outside your circle and support those agencies and organizations doing the work by engaging and providing funding.*
- *More community resources including juvenile resources.*

- *I've noticed low-income housing will no longer rent to any convicted felons in the area. Doesn't matter what felony either.*
- *Increasing overdose deaths, ongoing criminalization of SUD resulting in needless involvement in the criminal justice system for people who use drugs and people with mental health challenges, the jail being a housing facility for people with mental health disorders and people who use drugs without any treatment or resources for these conditions.*
- *Community resources.*
- *Significant personnel turnover in agencies.*
- *I don't know that I've observed any changes, but what is still a critical lack of housing and transport resources for those individuals that need to be re-introduced into society. When coming out of rehab or a long-term jail stay, these individuals need a place to stay and transport to and from services.*
- *more of the public are unable to appear in person due to lack of services, transportation, work schedules, etc.*
- *I think I've seen quite a population boon, but that may be because my kids attend Snowflake High School and I noticed they had an increase in students due primarily to the school's treatment of the covid situation. I've noticed Show Low PD appears to be growing and looking more organized like a bigger city agency. I wonder if this is just due to the population increase or tax revenue but I'm wondering if our smaller agencies couldn't tap into that a bit.*
- *Many more things are digital/telephonic than they used to be. Treatment programs for Defendants, etc. Even court hearings are often telephonic.*
- *We lack transitional housing, and behavioral health services. Drug/Fentanyl is becoming more and more prevalent.*
- *Much higher acuity depression and substance abuse. I believe this was driven by the long isolation from the pandemic.*
- *Substance use and mental health issues appear to be increasing. The criminal justice system is a hammer and not designed to address these issues. Nor does it have the funding to provide these services to defendants, especially those housed in the jail. We have one strong Behavioral Health partner, but they only service a portion of the county. The other provider, who serves the entire county, is unreliable and does not provide the quality of services needed. Navajo County needs, but lacks, an in-patient substance use treatment center in the county and transitional housing.*
- *Higher caseloads*
- *Increasing use of fentanyl in the community has been frightening. The legislature changing the law to support drug trafficking organizations by functionally eliminating civil asset forfeiture so that we can get at the proceeds and ill-gotten gains of criminal organizations is also a change for the worse.*
- *There has been an increase in unemployment, there is a lack of community support and programing for teenagers in north county primarily.*



2. **What is working well right now within our criminal justice system that we should, at a minimum, continue and/or expand? This may include policies, programs, practices, or pilot initiatives within any agency or efforts that are system-wide.**

*Responses:*

- *Don't have enough info.*
- *We need to expand our knowledge and resources to fight drug and narcotics. These issues continue to rise in our area. With that issue becoming larger we are seeing more theft, violence, domestic violence, and child abuse/neglect.*
- *The efficacy of any police department is highly dependent on the level of morale that is maintained within the department. I'm sure this is true for other workplaces, as well. If officers feel they are listened to and heard, appreciated for their hard work, and not taken advantage of, they are so much more likely to be able to swallow the overtime and temporarily being short staffed, and even more likely to encourage recruitment into their department. The agencies that have genuine employee appreciation programs are the most effective.*
- *Sometimes it seems we throw our younger generation into the jail system too fast. We need to try and help them more mentally.*
- *The community service work of Probationers is a big help to Non-Profit organizations.*
- *We cannot be lax on prosecuting drug crimes. We are known for drug activity and need a hard stance on finding the problems and actually doing something about it instead of letting them walk.*
- *Penalties for the drivers that are issued citations and persons who are arrested.*
- *The CIT Training that was held in the past was helpful... it should be restarted to cover the entire Public Safety System.*
- *Narcan, Recovery Centers, Mental Health Services.*
- *I feel that bringing in the resources for our juveniles is starting to look better. However, is needing as much as we can get and not to give up on our troubled juveniles. There are more programs being started for rehabilitation instead of incarceration and this needs to be implemented more.*
- *I think that drug-court programs are a good thing for our communities and for its participants.*
- *Drug Court & diversion.*
- *Collaboration between criminal justice agencies has not been better in the last ten plus years. The cooperation that I have observed has greatly improved. Technology use is still behind current times due to funding levels. Again, I return to the improvement of mental health services or crisis response with the change to CBI and Care 1st for field response has also greatly improved.*
- *I think the veterans court is great and we need to continue to build and expand it; I do notice a greater effort to remove victim blaming language when agencies are working with the public; and we must expand comprehensive sexual health info and safe relationship conversations into more schools.*
- *Drug court, probation coordination with CBI,*

- *Need to continue or expand programs for those with behavioral, substance, and disabilities.*
- *I'm very excited about the new juvenile facility and suggestion diversion programs.*
- *In the rural communities on the Navajo reservation is limited and time response.*
- *Drug Court*
- *I really like the drug court when they can work themselves back into society. We worked with lots of foster kids with parents who were on drugs. The actual users and not pushers need to get another chance or a third.*
- *Not sure*
- *Continue victim services to facilitate a smoother process for victims. Continue the a-z point online order of protection application system.*
- *The diversion programs are essential and seem to be effective.*
- *INCENTIVES, FOR DRUG ADDICTION. THOSE WHO COMPLETE PROGRAM SHOULD BE GIVEN A CLEAN SLATE SO THAT THEY CAN GET JOBS TO BETTER OUR COMMUNITY.*
- *The court system needs to expand on the issues of alcohol & drug activities. It greatly affects the communities and its families & its people.*
- *I am not aware of any programs other than pick up and drop off people.*
- *More treatment instead of jail*
- *Specialized prosecution. Preliminary Hearing Process-moving cases quickly. Use of regular multi-disciplinary teams for specialized cases. Coordinating and networking amongst agencies*
- *I know there are a number of outreach programs to work with members of the criminal justice system to train them to better help individuals with mental health struggles and substance use disorders. I think more training for everyone in the community on conflict de-escalation as well as having people in the field who are trained to help, rather than relying on the criminal justice system to work with what are really medical problems can save lives.*
- *I believe the veteran and drug court programs are helpful but would like dismissals of cases upon successful completion.*
- *Keeping our community safe.*
- *Our community law enforcement presence is visible and available.*
- *One thing that I see working well is drug court. This gives people that are struggling with addiction an opportunity to learn about what the addiction means to them, gives them the opportunity for group therapy and an opportunity for change. Providing programs like this to the youth/adolescents could curve adult actions. This would work well for youth 10-17 years of age to learn and identify the behaviors, triggers and how to establish coping skills prior to ending up in jail/prison. As a final measure a homeless shelter and a medical detoxification facility are strongly encouraged and needed.*
- *Early resolution court is working well at relieving court congestion. It should be continued.*
- *There are a few police present on the Navajo Nation. This helps, but they also need support. It would also be nice if the Court system was open regularly.*

- *I believe the drug court works well. I believe we have a good victims services.*
- *Our diversion program is doing an excellent job of disposing of matters that need not result in criminal convictions.*
- *I believe the drug court, mental health court, and veterans courts have been successful. We need to expand these services and mental health professionals who participate in these courts.*
- *Policies and practices that include all systems.*
- *Drug court and veteran's courts have seemed to work somewhat decently. Any type of program that requires some form of monitoring and places accountability on the defendant/juvenile. Diversions work to an extent. But it'd be nice to have more monitoring with the diversion programs.*
- *All policies and programs that are currently in place seem to be working just fine within our scope.*
- *I am not aware of any programs and Northern Arizona needs to be included and have a representative from here, so that the public can be educated.*
- *Continue working with community on addressing OUD/SUD initiatives to keep those who suffer out of jail system.*
- *Mental health services in the jail should continue as it is working well. Victim services are critical and should be continued. Mobile crisis team just started but should be continued.*
- *Have more conversations with those agencies citing people and explain the "why" behind the ask. Let them know why a particular citation or summons is not going to court so they can fix the issue next time.*
- *CBI groups, Drug court has helped client's transportation for client.*
- *The compassion for some individuals within the system to advocate for those with Mental Health and Substance Use Disorder issues within the system.*
- *The drug court program seems to be working well.*
- *I believe the use of programs such as Drug Court or Opiate Court have made a big impact on the community and fight against fentanyl. The cooperation between behavioral health agencies and the legal system, both go hand in hand. In my line of work i have noticed most crimes involve some type of mind-altering substance that the offender has never sought out help for or some underlying mental health condition that has never been addressed. Adolescent programs made available to young kids/adults who struggle with substance use or mental health issues such as NCIS in Holbrook.*
- *Diversion programs/COPE.*
- *Drug court.*
- *Remote court appearance capability.*
- *We have seen success with Diversion agreements in felony and misdemeanor court. These agreements are designed to incentivize a low-risk offender to adhere to the agreement terms and not re-offend. These agreements have resolved cases quickly, thus reducing the number of cases that are clogging up the criminal justice case flow process.*



- *Telephonic appearances.*
- *MCAT as a unit, despite their size, is doing a fantastic job routing out local drug dealers affecting our community. Their problem is that they are simply too small. MCAT needs buy in and participation from every agency in our county. The fentanyl wave is in full swing in Navajo County and there isn't a body that can dedicate the time necessary to prevent its incursion.*
- *Having substance abuse treatment and mental health treatment available to Defendants is great. I would also appreciate more alternatives to incarceration/fines/probation. Perhaps work Defendants could do for the County, or more options for them to do community service as part of their sentences?*
- *We need to expand Peer support services, jail coordination services, and substance abuse treatment services.*
- *The jail re-entry coordinators. There is a need to expand to 24/7 coverage. This will allow for all who are booked into the jail to be screened for services. The lack of funding is the current barrier to expanding this model.*
- *The partners in the criminal justice system from law enforcement chiefs/Sheriff, to jail, to prosecutors, to defense attorneys, to judges, to probation are shifting the mind set and culture to recognizing that we need new and different treatment and options for those who come into contact with the criminal justice system that have substance use and/or mental health issues. We all need to continue working towards additional change -- in programs and mindset. However, we need more resources, primarily funding to monitor the participants in treatment courts and various diversion programs.*
- *Consistent criminal investigations.*
- *There seems to be more effort now on identifying mental health issues early on and understanding and approaching substance abuse as an illness.*
- *Teenage diversion programs have been doing well and continued expansion to all areas of the county would be beneficial. The drug court and mental health docket are great programs I don't know a lot about, but think is exactly what's needed. More diversion programs or an expansion of those would be great.*

3. **What are the top two to three most significant challenges, barriers, or gaps that exist in our criminal justice system that need to be addressed to better serve our community and the individuals interacting with the criminal justice system?**

*Responses:*

- *Resources*
- *Child abuse and neglect need more attention and there needs to be more punishment for it.*
- *Lack of manpower to be able to thoroughly investigate lower-level crimes (broken windows theory), and only addressing the surface level. Lack of meaningful consequences for property and drug crimes; two years' probation for a class 2 felony violation when that is stacked with multiple other felonies is a laughable consequence when locally owned small businesses are the victims. This is all in an effort to keep their success rates high, instead of seeking justice. Probation's egregious hesitance to violate probationers in order to preserve their success rates. Rather than having a zero-tolerance policy, probationers are given multiple chances to violate before probation officers begrudgingly petition to revoke their probation.*
- *Education; something for our youth to do (might help them stay out of trouble)*
- *It seems there are a lot of criminals, law breakers on the streets. We see people's names in the newspaper for crimes committed but yet they are walking the streets still.*
- *Being proactive in following through on prosecuting criminals. Illegal drugs bring with them many other criminal activities, all of which need to be aggressively addressed.*
- *Funding for more prosecuting/defense attorneys, funding for victim advocates, funding for court staff*
- *Get geolocation up and running for 988 calls Implement fully the Sequential Intercept Model being used in Southern AZ*
- *More resources in relation to addiction and mental health*
- *There should be a mandatory annual training that is in person to make sure that everyone can truly recite with the full knowledge of our Amendments and constitutional rights.*
- *Getting in contact with victims, petitioners and respondents in our rural communities. I think more help/assistance being readily available to help people with legal filings, necessary paperwork, explanation of paperwork, fee breakdowns, etc. I feel as if there are so many people that cannot afford an attorney, but also fall in the cusp of not being able to use court appointed or the legal/public defender's that just need help getting the right paperwork or information and I know that as a county employee, the superior clerk's office cannot give LEGAL advice, but having resources, like a spreadsheet of pamphlet or something to help people understand what forms they need for each filling, fees and just an overall "how-to" guide would be immensely successful. Or a person available to meet with people to discuss options available (not tell them what to do, or give legal advice, but rather what they COULD do). Also- a little kindness goes a LONG way and I do not feel that our clerks of the court in either the Justice court or*

*Superior court provide that for anyone they encounter. (And this is said from someone who is close, personal friends with many of the people that work these positions.)*

- *More diversion and restorative justice programs needed, especially for youth. Better treatment of incarcerated individuals in county jails, especially in terms of financial burden and affording basic human dignity, mental and physical health care, and addiction counseling*
- *Fentanyl continues to be a significant challenge and issue faced by our community along with general drug abuse. In addition, good stable work with larger companies is lacking in our area with economic development with larger employers such as Costco, Sam's Club, Target and others, I believe are a factor. Additionally, NPC is working on better career-oriented training for the emergency services which is greatly appreciated.*
- *Juvenile support. There are young people attending public schools that are a risk to themselves and others that would benefit from juvenile supports through the courts.*
- *access to services*
- *Reduce the bias that still exists towards some members and groups, including Natives and individuals with substance use disorders. Increased understanding of barriers to services for many people who interact with the criminal justice system, including finances and childcare needs, including how/why drugs and alcohol are often coping methods for people living with violence in their home or family.*
- *Safe and effective housing, fentanyl testing, transportation.*
- *Financial, inadequate representation.*
- *Greater support for juveniles in the system, to reduce reoffence rates.*
- *Authority response time and limited officers in the Navajo Communities.*
- *Allowing people to continue to violate probation more drug testing with probation and parole.*
- *This county doesn't have the mental health resources that it needs. I worry about my ASD, PTSD teenager that he will be arrested, when he really just needs help that we can't give him.*
- *Lack of counseling and wraparound services.*
- *We need more child sex crimes to be prosecuted. The county attorney doesn't want to lose at trial, but you have to lose some to win some. 2. Lack of mental health options when someone calls 911. We need a mental health team that can respond to a suspect undergoing a mental health crisis. The last thing those people need is to go to jail. 3. Funding. We lose good employees because they can make more and are more appreciated in the private sector. Give people a raise when possible. Let people who serve our communities know that they are appreciated.*
- *Lack of counseling and treatments to reduce recidivism, working with families and other supports, preparing individuals for reintroduction to the workforce etc.*
- *QUICK SENTENCING. MANDATORY/IMMEDIATE DRUG REHAB BEFORE A PLEA AGREEMENT CAN BE OFFERED. DO NOT RELASE BACK INTO SOCIETY.*

- *Need more Police Officers. Need more Law enforcement on alcohol & drug activities. These illegal activities are causing more mental illness & human trafficking or missing persons.*
- *I cannot comment because I am not aware of what challenges, barriers, and gaps exist in the criminal justice system. This is not public knowledge.*
- *Injustice; no compassion for addiction.*
- *1. Turnover amongst staff within all law enforcement agencies. Due to insufficient pay, increasing and overwhelming demands in caseload and work, and lack of qualified applicants. Staff are overworked and can't take time off or properly take care of themselves or their families. 2. Lack of resources not just for victims, but resources in general for all the community. Lack of transportation, lack of sufficient internet coverage, lack of jobs and prevention efforts to focus on preventing crime before it occurs. 3. Effective training amongst all agencies, or availability to hire staff who have time to help train. Everyone has to be thrown in to learn the job as it comes to them.*
- *I do worry about racism and classism in the society overall, that then results in the inequities faced by those in the criminal justice system. I think finding more ways to help people (and especially children/young adults before they become involved in the criminal justice system) with mental health issues, substance use disorders, as well as just the material needs: food, housing etc that we all need would greatly improve our communities' reliance on the criminal justice system.*
- *The ability to communicate with clients in the jail.*
- *Corruption within the criminal justice system.*
- *Our laws must be enforced. We have an uncontrolled border that results in uncontrolled and unknown numbers of undesirable persons entering our community.*
- *The most significant challenge is that this area struggles with generational addiction. Barriers are that although a family knows the progression of addiction, there is still the belief that they will be able to "save their family member from the same path they went down." Something that causes conflict in the process of recovery is that "marijuana" is no longer considered illegal and this mask the other chemicals that are used. Because adults consider this as common and recreational, adolescents are following the footsteps and more and more believe this is an entitled passage.*
- *Mental health services are needed. Also, early significant intervention with people addicted to drugs and alcohol would be more helpful than the current system of an initial screening and counseling, followed by jail with more intensive treatment after the person inevitably relapses or refuses to go to treatment.*
- *Court house not open all the time. 2. Elected officials do not communicate with the community. 3. Not enough services offered from other county departments.*
- *Mental Health counseling and treatment, local drug addiction treatment. Inadequate tools to address mental health, 2) Pervasive substance use.*
- *First, we desperately need more mental health providers in the area. Second, we better criminal defense counsel, who want to engage with their clients and try to improve the criminal justice system in Navajo County.*
- *Housing and jobs.*

- *After hour pick-ups and education from all stakeholders*
- *1: Better relationships between law enforcement and the public. 2: Perhaps more communication from law enforcement. 3: Publics expectations/or beliefs how criminal justice system works (Just given the current national events and polarizing politics. Goes without saying if you watch the news and read comments on social media... There seems to be a distrust of law enforcement.)*
- *Prejudice, lack of cultural knowledge and language barriers.*
- *The ease with which Alcohol is available. Need to have more DUI checkpoints, Drugs – pills.*
- *My daughter was assaulted in August, 2022. The case has been continued several times at the request of the Defendant and is still pending today. This should not happen. My daughter deserves justice and a timely resolution to this case.*
- *Officer training for mental health crisis intervention. Alternative deferment program for certain offenses. Substance abuse programs are needed.*
- *Not knowing why a case or incident is not going to court. How do you hold people accountable for their actions if it is never tried in a court of law.*
- *Housing and transportation*
- *Siloed - Navajo County is an extremely siloed organization that would benefit from less politics and more community centered approach to create a criminal justice system that allows individuals a path to redemption. As a county look to see who is on your criminal justice council, if it's just your county this you are siloed. You need to have individuals with lived experiences helping to direct a realistic vision for the future of criminal justice in Navajo County. 2. Stigma and the easy way out - it is much easier for Law Enforcement to send someone to the ER or arrest someone than to offer them a chance to work towards a better life. Compassion fatigue is real and has created an unempathetic response to individuals in crisis. There are resources and services that are better suited for individuals with mental health and substance use disorders then ER and Jail. Compassion Fatigue needs to be addressed and these better services utilized so individual have a chance to choose and work a better path. 3. Bad Policies - there are a lot policies written by people who have never experienced the criminal justice system. For example, a lot of the time individuals are probation are expected to show they have a stable living environment. However, individuals with felony's can't get an apartment and can't get work. Furthermore, courts are mandating six months of inpatient treatment prior to receiving a behavioral health assessment. They are never receiving this assessment that qualifies them for treatment. They are also mandating time however, long term treatment covered by insurance is 30, 60 and 90 days. So, the individual cannot get insurance companies to cover the cost past 90 days. This creates unrealistic expectations that put individuals in a cycle where the criminal justice system becomes their life at no fault of their own.*
- *training PD to have a better understanding of addiction. Addicts are not bad people, educate them.*
- *I am a felon and one of the biggest obstacles I face is the class of felonies that I have. I have a few class 3 felonies and from my understanding, they will never come off my*



record. I've had my felonies set aside but they still show up on background checks. I've gone to School to work in the medical field but was denied due to my felonies in spite of having them set aside, having Level 1 fingerprint card and having all my civil rights restored with good employment. As mentioned in the previous question, housing. Any person with a felony in my area no longer qualifies for low-income housing. Employment opportunities. Felons are denied gainful employment all the time, I am no exception to that.

- Not offering medications for opioid use disorder for incarcerated people. No adequate medical treatment for withdrawal symptoms resulting in suffering and death. Deflection programs for law enforcement to keep people who use drugs out of the criminal justice system. Detainee release planning, such as mental health services and housing to prevent criminal justice system cycling.
- I'm not nor have I been involved in the criminal justice system so I'm not sure.
- Those summoned for jury duty are not held accountable by Superior Court judges for their failures to appear.
- We need partner agencies to better understand alternative courts. With this increased understanding from law enforcement, defense attorneys and prosecuting agencies, we can match the correct alternative program with the correct defendant. All involved agencies have to be educated in a way to buy-in to these programs. Then and only then will we see true criminal justice reform.
- security at our building, the ability to assist some people who don't have a phone or internet access depending on where they live.
- There is a huge disconnect right now with the PSA and the way it gets tabulated and dealing with the reality of specific criminal acts. Two people transporting 50lbs of cocaine will score a pair of ones on the PSA if they have no criminal history. This belies the gravity of the offense and adverse impact this crime will have on the community those drugs were intended for.
- Substance abuse and mental health. People with these issues commit a huge portion of crimes. Fixing it is no easy task, it really boils down to having more good families and upbringings. It's most often a losing battle if we start to address it at the time people are arrested.
- Lack of behavioral health services, transportation, and housing
- We are losing too many at the exit door of the jail, without being connected to housing. The lack of transitional housing (not more residential treatment beds, or shelter beds). This leads to our consumers being back out on the street- without basic shelter.
- Substance use treatment services, especially in-patient and in the jail. 2) Funding for Probation and Surveillance Officers to supervise participants in Treatment Court and Diversion programs. 3) Full support and participation by: a) Public Defender's Office; and 2) Judges. Believe PDO doesn't trust the prosecutors so are hesitant to fully participate. The Judges don't have, or are not willing to take them, time to fully participate in the innovative programs we are trying to initiate, especially treatment courts.
- More transparency -online resources

- *We need more funding for the mental health care system, and we need more options for inpatient and outpatient substance abuse treatment. Preferably close to home!*
- *Higher pay for officers/attorneys/support staff to attract and retain quality candidates.*

4. **Do you have suggestions for how to begin addressing these challenges, barriers, or gaps in the next three to five years?**

*Responses:*

- *Education and training for our narcotics/drug team, our child protection department, and increasing our budget for transportation and upkeep.*
- *Integrity at the highest level in each agency is needed. Accountability from the sheriff and the county attorney is a wonderful place to start, as they both set the tone for everyone under them. Even the chiefs of the municipalities take their cues from both those positions, and when they lack sincerity and passion for their duties, it has a trickle-down effect.*
- *Be more in the public eye. Be interactive in all events on the mountain.*
- *Larger jail facility, more police officers, more judicial system employees (attorneys, clerks, etc.).*
- *Add another prosecuting attorney that is willing to work and follow through with prosecuting instead of just pushing the case through by doing nothing to hold the criminal accountable.*
- *assist victim services with conducting fundraising activities, divert some tax monies to assist with paying our court clerks more so they are more likely to stay at their position.*
- *Develop a "no wrong door" facility in Northern Navajo County, similar to the Changepoint Psychiatric Facility at 1920 Commerce Dr in Lakeside. This might be co-located near the Holbrook Jail and open to the public, as well as a "drop-off" site for Public Safety Officers who encounter a Behavior Health Crisis. Driving distances/times must be an essential criterion for these locations...*
- *Grant writing.*
- *There should be more grants put into place for the resources that are needed. There should be employment wages that are higher for the ones that have degrees for the field. There should be a set week for trainings in person for the amendments and constitutional rights.*
- *Training! Accountability! Look for and write grants to make more programs available for assistance for our community members, workshops and programs to help maybe bring some employee-based things to help with moral. I know we have the personnel committee that does popsicles in the summer, we've had a little massage workshop- but honestly maybe boosting moral of the employees would help. Also, it all has to come from the top, so if our supervisors/elected officials don't radiate positivity or are unprofessional and do not have good customer service or work ethics, how can we expect the employees to be any different?*
- *Cut fees in jail. Establish diversion & restorative justice programs, perhaps in partnership with organizations such as the ReCenter.*
- *Seek economic development for the good of the community by soliciting larger companies as mentioned previously along with grocers like Kroger (Fry's) and others to help with competition. Better paying stable employment will help with youth development and reduce reliance on government programs and potential criminality.*

- *Stop sending young people who have exhibited dangerous behaviors toward themselves and others back to school. The schools are underfunded and don't have the ability to support these young people adequately and keep them and others safe.*
- *Policies and practices in place between providers and justice partners.*
- *Education for every professional who works in the criminal justice system in the areas interpersonal violence, education on the intersection of mental health challenges and substance use, and an honest reckoning with how closely--or not--the criminal justice professionals look like the communities that they serve and work in.*
- *Work with a lab or the lab at the hospital for the drug testing expand the old OCACC housing.*
- *Unsure*
- *I am unsure how to make these changes but know strong community partnership is vital.*
- *More awareness in the rural communities.*
- *Educate our community, parents and children in the dangers of addiction and overdose.*
- *I would love for Navajo county to work with the local NAMI (National Alliance for the Mentally Ill.) I would love to see more alternatives for the mentally ill who wind up in the court system.*
- *Increase supervision with rehab supports for housing check ins and therapeutic services.*
- *The county attorney's office would need to charge more child sex crimes to resolve this one. 2. Lack of mental health options when someone calls 911. We need a mental health team that can respond to a suspect undergoing a mental health crisis. The last thing those people need is to go to jail. Reach out to SAMHSA or Terros health in the Valley to get some ideas. 3. Funding. We lose good employees because they can make more and are more appreciated in the private sector. Give people a raise when possible. Let people who serve our communities know that they are appreciated. Find funding opportunities through grants or other means.*
- *Funding for prevention and behavioral health support.*
- *QUICK SENTENCING. MANDATORY/IMMEDIATE DRUG REHAB BEFORE A PLEA AGREEMENT CAN BE OFFERED. DO NOT RELEASE BACK INTO SOCIETY.*
- *Visit the communities in person, interview the local people of all age groups.*
- *Be honest about the numbers. What exactly am I speculating? Where is the focus of the justice system? On drugs?*
- *Starting asking and talking to these guys to figure out what you can do to help instead of ignoring them and sending them to prison.*
- *Burnout is real, and we are running away qualified employees because they are under compensated, the demands and stress of this work is high, there isn't enough time to accomplish goals effectively. We need way more staffing and sufficient pay. Also, flexibility that other organizations offer, like work from home incentives, and flexible hours. Staff and partner agencies need to be coordinated and collaborative. There is internal strife amongst agencies due to lack of understanding and communication.*

- *Access to services that are realistic and simplified. Staff that are designated trainers for their departments and organizations, so this burden doesn't fall to other staff with full time jobs and caseloads to do this. Then if they are making a mistake, that staff is improperly training. Additional department heads to help take on the administrative roles for support staff. A lot of our employees have multiple jobs and roles to manage and maintain, to allow specific employees to have more time to focus on one specific job rather than have 20 different jobs to juggle at one time. Access to effective translation resources that could be used countywide. Investing in the health of our community by developing programs to help the homeless or in impoverished and bring in more jobs so there are opportunities to live a good quality of life.*
- *I think expand some of the programs already doing this work and make those programs more visible to the community. Even just having more community interaction type activities could help, especially those geared to children and young adults to get folks involved in the community in a positive way. Also, in some places, having a physical infrastructure for community activities (like daily drop in sports/basketball, crafting, games after school) to make individuals feel part of a community and have a safe place to be. The public libraries also do some of these types of activities that maybe could be further promoted.*
- *Make all jail calls between attorneys and jailed clients free.*
- *Instill a higher value in integrity within the criminal justice system.*
- *Challenge our Federal Government to enforce and enhance border security.*
- *In the next 3-5 years there needs to be consistency. For years most of the challenges have been marijuana and alcohol. Both of these items are legal and considered recreational. We now have to address these behaviors from the youth in our communities. The adolescents working the system now will be the adults we work within 5 years. Adolescent recovery needs to be addressed with equal vigor as adult programs.*
- *No.*
- *Begin with a strategic session that includes stakeholders and tribal officials at the local level.*
- *If applicable, perhaps diversion programs for mental health treatment. Using opioid funds to help with drug addiction and treatment.*
- *Develop new programs to address substance use and mental health to decrease the volume of those entering the criminal justice system.*
- *Engage the Public Defender's office and reach out to medical providers in the area to see about providing better access to mental health services.*
- *Develop more housing that is felon friendly as well as jobs.*
- *Continue with current communication and collaboration.*
- *More community involvement. Social media presence. Things that let the community know law enforcement has an interest in protecting the community and individual rights. As far as programs go, maybe a misdemeanor program that operates like drug court. Some type of program that can address mental disabilities or addictions at the misdemeanor level before they become felony or endanger the public.*



- Education.
- Community Groups, Get Grants for seed money to set up comprehensive programs that will keep some out of jail and get them the help they need.
- We need additional affordable housing and to attract business investments such as shopping (e.g., Costco, WinCo, Target, etc.), financial institutions (Bank of America) and small business opportunities.
- Develop training programs for law enforcement professionals. Utilize third-party vendors for training or contract with them for services. Education and public outreach programs for citizens.
- Conduct face-to-face meetings and advise those agencies writing citations of current law changes or how to write the report better.
- build more housing, education.
- Yes! 1. Listen to those with lived experience who have been through our criminal justice system. They can tell you where the system is broken so you can 2. Engage with and Advocate for diversion through crisis system utilization with Law Enforcement. Rather than sending individuals in need of mental health and substance use services to Jail or the ER. 3. Create a focus group of those who have been through the Navajo County criminal justice system. Ask them what can be better and listen. Ask them how housing, work and unrealistic expectations of the court system create such a significant barrier their ability to achieve a better life.
- Offer training to understand addiction, learn and understand.
- Maybe make it possible for first time offenders with felonies to have their felonies expunged completely or dropped to misdemeanors depending on the nature of the crime and the severity.
- Bring in additional services, like MAT and peers.
- The presiding judge should provide notice by newspaper and social media that jurors not appearing for jury duty will be fined \$300 without a compelling reason justifying failure to appear.
- We need the right people at the right table. We need attorneys that are in the courts to be included in the conversations. We need a narrative and a voice to be heard at the state level to influence policy.
- More technology, security, safety, and convenience to others.
- Every agency should have an officer in MCAT. If they do then MCAT can split up into a two team system and cover more of the county. I know agencies feel like they can't afford to lose a guy to MCAT but with proper investigation of drug crimes, property crimes tend to go down, violent crimes tend to go down. This would then lessen the requirement for policing with fewer call outs. The PSA needs to be revamped or scrapped. A Judge can consider strength of evidence and potential prison time for mandatory prison offenses when determining release - so why doesn't the PSA.
- Extensive in-patient services - for like a year or two - I think are the most helpful for substance abuse/mental health. Very expensive though, I don't know how to get over that.

- *Community education and funding.*
- *Seek out true traditional housing partners. There seems to be a lot of focus on opening hotels for triage shelter, however not a long-term sober living/transitional housing option.*
- *In-patient substance use treatment: Working with a behavioral health care to build an in-patient facility on County property. 2) Working with NACo, National Sheriff's Association and others to get Congress to change the Medicaid Exclusion to all jails to bill Medicaid for substance use and mental health treatment in the jail. Would be a game changer. 3) Hoping the Public Defender will eventually see that the prosecution office, when it comes to those suffering from substance use and/or mental health issues, is trying to help and not just punish the defendants. 4) Judges: Frankly, it will probably take some new judges. Maybe, if funding were available for an additional Commissioner or Judge pro-tem, they would find/have time to more fully participate.*
- *Major Criminal Investigative Unit county-wide. More online resources.*
- *If we have surpluses in tax revenues at the state legislature we need to be spending it on improving mental health care and substance abuse treatment rather than giving wealthy people tax cuts.*

**5. What else should the planning team consider as it moves towards developing a strategic plan for Navajo County?**

*Responses:*

- *Plan for the potential of increase population and a diverse population.*
- *When developing the budget, you must account for influx cost of goods and services. You must plan and or predict for the worst, and if we come in under budget fantastic. Excellent education/training opportunities for our service men and women result in a safer community that is fair, strategic, and successful.*
- *Future growth. Don't just try to fill the current gaps. Predict the future gaps and prepare to have them filled before they even become noticeable. This comes through competitive compensation that will draw the best and brightest law enforcement officers and attorneys to our area. An acute mindfulness of the atmospheres that are nurtured in each department should also be highly prioritized. "The culture of any organization is shaped by the worst behavior the leaders are willing to tolerate."*
- *Maybe the country should do a teen court like Show Low does.*
- *Get more Industry into Navajo County so people will have a means of working and hopefully stay out of trouble, also more tax dollars to fund needs. Find Housing Grants to repair houses that already exist and for more Affordable Housing to be built or repair existing buildings.*
- *Clean up the county of drugs and criminals. Add more officers to the street and to the drug task force to target the problem. If criminals know that our county will hold them accountable, they will go elsewhere.*
- *Influx of the population and speaking with heads of agencies to get real ideas where their town needs and growing pains are so that a realistic plan can be made, and goals achieved.*
- *Lack of cell phones and cell phone coverage in our most rural areas.*
- *Trained skilled providers of services.*
- *I feel it is important to have a broad range of distance for each resources and not just located in one section of the county.*
- *Continuing with surveys to allow people to voice their opinions privately and without the worry of backlash?*
- *The reality of poverty and lack of resources (health, housing, access to education, living wage jobs, etc.) must be understood and supported; the more we can address root causes and push for rehabilitation and restoration, the better*
- *Rural road improvement, especially after our recent wet weather. Roads have degraded significantly creating potholes that are dangerous and damaging.*
- *Consider moving towards a plan that includes earlier intervention when families have contact with LE and DCS, more cultural humility, and culturally sensitive interventions.*
- *I believe I have mentioned everything important.*
- *Open minded to all input.*
- *Unsure.*
- *Rural communities.*
- *Fentanyl awareness.*

- *I think they need to do some research into trends that are happening and look forward to what that will look like in the future. Will we still see partial year residents? Will we see more families with kids who need services? How does the lack of affordable housing affect our future?*
- *Unknown.*
- *Security of court houses. There is no security at the justice courts in Navajo County. I think it would be good for the planning team to go to the justice and superior courts and sit and watch how things go. You can learn a lot from observing these situations.*
- *The increasing poverty and subsequent impact that makes on community health.*
- *NAVAJO COUNTY IS INFESTED WITH DRUGS, CHILD MOLESTERS. NO POLICE PROTECTIONS IN THE CITY OF HOLBROOK.*
- *Improve Cultural & Language Barriers, Interpretations, Communication*
- *Consider the financial impact on the community. Less developed areas are in need of the same services as the more affluent areas in the county. Treat everyone the same.*
- *more treatment*
- *The obligations of agencies working in the criminal justice system increase year after year. Even if the volume of cases isn't increasing, the demands of what someone has to do to help that victim increase. There are always new laws, new forms to fill out, new referrals to make, and new systems to track in, new policies we have to follow that create more of a demand on staff, with almost zero increase in resources. You can't just look at the case numbers and say those numbers are consistent. The work that goes into a case only increases year after year.*
- *The public health department is doing some great community outreach--please keep supporting and promoting it!*
- *Nothing at this time.*
- *Assure your goals, mission statement, and values are current and communicated throughout the criminal justice system and public.*
- *Illicit drugs are a problem in our community. A Zero tolerance task force should be utilized to squash the problem.*
- *The systematic changes that are occurring include stronger chemicals introduced in our communities, limited services once recovery programs are worked through. Clients need to have something to look forward to. A homeless shelter that accepts clients with a criminal background and is able to provide services that enable a client to find a path and have a place to rest. Our county is working hard to make it better and more beneficial to participate in recovery, I feel that a continued move in this direction is not only wanted but also needed. Collaboration to recovery will be the most beneficial and progressive action. Thanks for reaching out to the community at large for input.*
- *While putting together programs with goals associated with social work feel good, sometimes we rely too heavily on anecdotal evidence and isolated success stories. A measurable, numerical standard should be set and publicized at the outset of any program. At predetermined intervals the programs should be compared against those standards.*
- *Community input and tribal input.*
- *Educational programs in junior high and high school to educate youth on choices and consequences.*

- Prosecutors might be more inclined to send cases to diversion if they were confident that the program was tracking compliance (community service hours, payments, new criminal activity, etc.). Collection and organization of participant progress data would ideally be available to the prosecutor who offered the diversion, to gauge whether diversion is generally worthwhile and appropriate.
- Providing a class to help people develop a resume and practice the interview process.
- Doing super!
- Creative ways to try to get more involved in the communities.
- Include the northern portion of our county and include people from here on the planning team.
- More youth engagement and probation officers.
- State and federal grant resources for funding. Regional stakeholder meetings to create county-wide programs that include all agencies.
- Get advice from the people that matter and have to deal with daily issues from the public. They need assistance and have asked for it and have not been heard.
- I hope the team really finds a way for are clients.
- For every county employee engaged in the strategic plan have stakeholder outside the organization. Community members, those with lived experiences (mental health, SUD and Criminal Justice), Peer Support Specialists, Business Owners, DCS, Foster Care etc. **OUTCOMES!!** Set up a strategic plan that has the ability to create action items that have SMART objective and can be assessed for performance. We live in a culture that celebrates having a program, service or resource and have no understanding if its outcome are good. Is it really helping people or is it filling a visual void? If we are going to address the issues of, we must make sure we provide quality services that create quality outcomes. Or nothing will improve.
- Addicts are not bad people.
- Consider nothing changed any time soon.
- Using people with lived experience in the criminal justice system to assist with realistic change Supporting harm reduction efforts Moving people who use drugs and people with mental health disorders out of the criminal justice system and into medical and public health systems for appropriate disease management Stop putting peoples pictures who are arrested for drug crimes in the paper and on social media, which continues to stigmatize Substance Use Disorder and supports criminalization of mental health disorders.
- I'd encourage putting very large video screens in the courtrooms - bigger than the existing ones - to facilitate the presentation of photographs and video files during trials.
- The same as listed above - security and more access to handling court matters without having to appear in person.
- I think there is a massive concern that juveniles will begin to utilize drugs like fentanyl. Since they come in the form of M30 pills they can be chewed, swallowed, smoked, injected. They are much easier to consume and don't require a user to have the required paraphernalia. There needs to be more our youth can be involved in to avoid falling prey to this temptation. I'm not aware of a youth center existing in any of our communities. City sports often have to borrow from school facilities. There are no rec centers or things of that nature as far as I'm aware.



- *Letting criminals get away with small crimes - small possession, shoplifting, trespassing etc. is NOT the answer. Some other jurisdictions have chosen this route when faced with mental health/substance abuse Defendants. Giving them more options is fine, but they still need to have some consequences or the whole region goes to crap.*
- *Sustainability of programs implemented.*
- *More focus on north county. Including the leadership team from Little Colorado Medical Center in our planning. More focus on Native American consumers and the services they need.*
- *The geography of Navajo County can be a logistical challenge. We have 10,000 square miles. It is 294 miles from Cibeque in the south to Shonto in north and takes over 5 hours to drive. 2) Sovereignty issues with the Native American tribes in Navajo County (Navajo, Hopi & White Mountain Apache) create challenges in providing services and monitoring defendants in Treatment and Diversion programs. 3) Financial challenges to hire new employees, especially probation officers and surveillance officers to monitor Treatment Court and Diversion participants. 4) Recruitment and retention of employees. Rural life is not for everyone. It can be a shock for those from urban and suburban areas that everything closes at dark. The lack of professional arts, entertainment, sports, shopping, etc. The travel time to get anywhere. Lower wages. Etc.*
- *A higher population will place more demands on the criminal justice system.*
- *We need to work with other counties and the state to develop a state-wide approach to mental health which eliminates the RHBA system we currently utilize. The RBHA system makes it difficult to transition mental health patients from one part of the state to the other due to source of payment concerns. This shouldn't be the case.*