![Salt Lake County Criminal Justice Advisory Council logo]

CJAC
STRATEGIC PLAN
November 2024-2025

Prepared By
**The Office of Homelessness
and Criminal Justice Reform**

2001 South State Street, Ste. N4-930

www.saltlakecounty.gov/ohcjr/cjac/

WHO WE ARE

Salt Lake County's Criminal Justice Advisory Council (CJAC), formed in 1997 and codified in 2004, convenes justice leaders and community stakeholders to provide guidance in policy and decision making for the criminal justice system through collaboration and partnership.

Our data-driven approach advances criminal justice solutions by investing in prevention and diversion, promoting fairness, enhancing public safety, and supporting reentry success, all while effectively utilizing limited resources. CJAC is committed to implementing best practices and identifying new funding sources to improve our criminal justice system at every level.

CJAC workgroups advance our goals by convening system stakeholders to deliver targeted research and policy guidance. Guided by County bylaws and Utah statutory requirements, CJAC engages local leaders to affect meaningful change.

MISSION

Advancing criminal justice solutions through data, innovation, and partnership.

VISION

Collaboratively reimagining justice systems to improve outcomes for individuals, families, victims, and communities

GUIDING PILLARS

1 **PREVENTION**
Investing in communities and individuals to strengthen protective factors and reduce the risk of justice-involvement

2 **DIVERSION**
Mitigating justice system involvement through early diversion and effective coordination

3 **REENTRY**
Equipping reentering individuals with the necessary supports to thrive and positively contribute to communities

4 **JUSTICE**
Reimagining systems that uphold justice, promote fairness, protect victims, and reduce recidivism

5 **COLLABORATION**
Coordinating data-driven strategies and communication between justice partners

6 **INVESTMENT**
Enhance systems and individuals with necessary resources and evidence based practices.

THE CHALLENGE

Our County's criminal justice system continuously strives to become more effective, safe, and just while adjusting to unprecedented population growth and antiquated systems and processes. **We are challenged to meet the growing demands on our system as we approach operational capacity.** Our overextended criminal justice system, limited resources, and the staff available to support critical services results in growing workloads that strain our collective capacity to deliver timely and effective services. **It is crucial that we invest in upstream solutions that stem the tide of new commitments, provide meaningful diversion opportunities when appropriate, and break the intergenerational cycles of poverty and criminal justice-involvement.**

CJAC Solutions

Bring stakeholders together at regular intervals to uncover system-level challenges

Focused workgroups collect insights, identify patterns, and develop meaningful solutions

CJAC team identifies and leverages resources, coordinates information, and deepens analysis

Deliver findings and recommendations to key stakeholders in a clear and actionable form

Timely, accurate information results in opportunities for effective collective action and continuous system improvement

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CJAC GOALS

01 Increase collaboration and data sharing across systems to break down siloes and enhance effectiveness

02 Improve the process for individuals who have cases in multiple jurisdictions

03 Break down barriers around state identification for those released from incarceration

04 Prevent youth violence and system involvement through youth mentorship and diversion

05 Improve crisis response systems through coordination and collaboration across disciplines

06 Guide policy development and implementation to enhance the criminal justice system

CJAC WORKGROUPS

CJAC has aligned its workgroups with Salt Lake County's Human Services, Homelessness, and Criminal Justice Action Plan as well as the broader justice system goals of prevention and enhanced alignment with best practices.

In partnership with Sheriff Rosie Rivera, District Attorney Sim Gill, and other experts and community stakeholders, Mayor Jenny Wilson convened Salt Lake County leaders to create Salt Lake County's comprehensive action plan to tackle homelessness, behavioral health challenges, and criminal justice reform.

Using the sequential intercept model (SIM) as a framework to develop the plan, Salt Lake County systematically assessed available community-based resources, identified critical gaps, as well as opportunities to effectively divert people from the criminal justice system who are cycling through various systems. The ambitious plan provides a vital roadmap for integrated approach to address these issues.

Each CJAC workgroup is led by co-chairs and have clear objectives and action items.

CRISIS RESPONSE

This workgroup was established to bring crisis response officers from across all our law enforcement agencies to engage in cross system collaboration, address barriers, engage with service providers, and understand training needs across the county.

Objective

Explore innovative solutions and increase communication and collaboration across law enforcement agencies and community partners to improve crisis response.

Chairs

Heleen McKenzie—Department of Public Safety
Sergeant Carson Liljenquist - West Valley City Police Department

Staff

Allison Heffernan and Alex Allen

Action Items

1. Increase service coordination across jurisdictions and plan for the opening of The Receiving Center.
2. Identify funding to address gaps and increase training across SLCo Crisis System.
3. Increase data available to officers when responding to crisis calls.
4. Engaging with cross system partners who are part of the crisis continuum of care.
5. Find and implement consistent training opportunities.

Data

Versaterm data (SLCo's law enforcement database) is used with the goal of establishing a baseline understanding of the number of crisis situations police officers are responding to across our county.

REENTRY

As individuals reentry society, they face many barriers in securing housing, employment and services. This workgroup was established to bring criminal justice and behavioral health partners together to remove barriers and enhance community solutions.

Objective

Leveraging data to comprehensively address the barriers faced by individuals transitioning from incarceration. Through partnerships with public, private and nonprofit organizations, we aim to enhance access to essential resources and career pathways for those reentering the community. We advocate for policy changes that foster successful reintegration.

Chairs

Chief Deputy Matt Dumont—Salt Lake County Sheriff's Department, Correction Bureau Brock Findlay—Utah Department of Corrections, Correctional Administrator Reentry and Rehabilitation

Staff

Amy Stocks, Brooke Lockyer, and Alex Allen

Action Items

1. Provide identification for those released from incarceration
2. Identify additional resources for reentry services

Data

Jail Offender Management System (OMS) data is used to review recidivism data from multiple lenses including 1) jail re-bookings, 2) new charges, and 3) new convictions. The group has started with OMS data and plans to build additional data sharing agreements to holistically understand recidivism.

LEGAL STRUCTURES

This long-standing workgroup focuses primarily on legal analysis including state statute, federal law, and local ordinances of the criminal justice system. The goal of the group is to guide the criminal justice system through creative policy solutions and proactive legislative tracking.

Objective

Evaluate and improve criminal legal processes and practices to promote diversion, equity, community safety, and effective rehabilitation.

Chairs

Rich Mauro—Director, Salt Lake Legal Defender Association
Brett Robinson—Senior Attorney, Salt Lake County District Attorney

Staff

Sebastian Green, Alex Allen, and Anndrea Wild

Action Items

1. Systematically improve processes for individuals with cases in multiple jurisdictions across the County.
2. Actively track legislation that affects the criminal justice system.
3. Support the legal analysis in implementing the Justice Accountability Center.

Data

Jail Offender Management System (OMS) data is used to analyze the high need population who have open criminal justice cases in multiple jurisdictions. Additionally, they are using the data to enhance the jail dashboard and establish long-term data trends.

JUVENILE JUSTICE

Early evidence-based intervention prevents youth delinquency, violence, justice-involvement and promotes resiliency. This group was formed to understand the intersection between schools, law enforcement, the courts and their touch points with at-risk and offending youth, bridging gaps between silos and addressing prevention needs across the county.

Objective

Create a cross-system collaborative space around juvenile justice to engage in constructive conversations focused on overcoming barriers, enhancing collaboration, and implementing solutions that engage and support youth.

Chair

Pam Vickrey- Executive Director, Utah Juvenile Defenders Attorneys

Staff

Amber Lietz, Alex Allen, and Anndrea Parrish

Action Items

1. System mapping between schools and the justice system.
2. Addressing the challenges of violent crime committed by youth.
3. Bolstering and securing diversion efforts across the county.
4. Promoting and enhancing access to youth courts.

Data

We are seeking to use court records to understand risk and protective factors for youth who have committed homicides, and are also using Versaterm data to address the hot spots for crime and the need for targeted investment in those communities.

LEGAL RIGHTS AND SAFETY

This group seeks to bridge the gap between homeless service providers and criminal justice partners to better understand those who are experiencing homelessness and criminal justice involvement. This group operates in connection with CJAC and Salt Lake Valley Coalition to End Homelessness (SLVCEH).

Objective

To ensure the safety and protect the rights of those experiencing homelessness and their communities.

Chairs

Andrew Johnston—Director of Homeless Policy and Outreach for Salt Lake City
Lieutenant David Waldron—Oxbow Jail Programs

Staff

Alex Allen and Anndrea Parrish

Action Items

1. Create protocols to ensure law enforcement and service providers follow HMIS rules, while ensuring rights are protected.
2. Create protocols for agencies who choose to utilize xchange in their program.
3. Increase information and data sharing, collection and quality
4. Increase collaboration across different sectors.

Data

Jail Offender Management System (OMS) and Homelessness Management Information System (HMIS) data is used to review trends for people who are booked into the jail and self-report being homeless.

INITIATIVES

Boots on the Ground

This project bridges boots on the ground partners and CJAC. We interviewed 28 professionals, sharing findings with our CJAC membership on October 9th. This project, repeated annually, highlights the value of our community partners.

Peer Support

Salt Lake County Peer Support Network was established in partnership with Utah Peer Network in 2023 to grow and strengthen the network. We provide space for peer support specialists with lived expertise to connect, support the unique challenges of their work, and provide training and educational services in the community.

Jail Dashboard

The Jail Dashboard, launched in 2019 and maintained by CJAC support staff, is an interactive dashboard that displays the current jail population charge type, degree of charges, crime level, prior bookings, race, sex, marital status, housing status, and more. This dashboard also tracks historical data around daily inmate population, daily booking and releases, and housing status.

Violence Prevention

Our office was awarded a $2 million grant for youth violence prevention. This grant provided Magna youth with services, including choose gang free advocates, granite check and connect, and other services. We also established the Magna youth court, a program focused on at breaking the cycle of criminal involvement through diversion and investment in prosocial activities. We have brought over 143 community partners together to engage in community-based violence prevention.

Reentry Simulation

Created in 2023, the reentry simulation facilitates an interactive experience for people to gain a first-hand understanding of the challenges people face as they reenter society.

Legislative Tracking

Legislative tracking helps stakeholders track the impacts of proposed and passed legislation on the criminal justice system. We provide an extra set of eyes on bills impacting the criminal justice system during the legislative session and summarize results in an annual report.

MAKING AN IMPACT

CJAC follows our guiding pillars as we engage in systemic reform and address gaps through:

1. Impactful workgroups that have clear goals and leadership through co-chairs.
2. Engaging membership meetings that reflect criminal justice system needs.
3. Educating and informing the Utah Commission on Criminal and Juvenile Justice on challenges and successes.
4. Working with key legislators, when appropriate, to enact statutory changes that improve our systems.
5. Seeking funding to enhance our criminal justice system capacity including pilot projects that establish efficacy around interventions or services.

PROGRESS

Educated nearly 200 people through the **Re-Entry Simulation**

Tracked 207 bills and published a **Legislative Report**

Engaged 143 community partners to promote **youth violence prevention**

Interviewed 28 frontline professionals (**Boots on the Ground**) to inform criminal justice initiatives

Engaged 65 **peer support specialists** from 31 organizations

Interviewed 36 **crisis response experts** to identify system interactions and gaps

MEMBERS

Designated Members

Mayor Jenny Wilson— Mayor, Salt Lake County

Council Member Jim Bradley—Salt Lake County Council

Council Member Dave Alvord—Salt Lake County Council

Sheriff Rosie Rivera—Salt Lake County Sheriff

Sim Gill—Salt Lake County District Attorney

Chief Matt Dumont—Salt Lake County Chief Deputy Sheriff for Correctional Services

Kelly Colopy—Salt Lake County Human Services Director

Rich Mauro—Salt Lake Legal Defender Association

Kele Griffone—Director Salt Lake County Criminal Justice Services

Scott Fisher—First Assistant Salt Lake City Prosecutors

Judge Laura Scott—Third District Court Presiding Judge

Chief Mike Brown - LEADS Chair

Appointed Members

Chief Mike Brown—Salt Lake City Police Department

Mayor Jeff Silvestrini—Mayor, Millcreek City

Mayor Erin Mendenhall—Mayor, Salt Lake City

Judge Brendan McCullagh—West Valley City Justice Court

Judge Jojo Liu—Salt Lake City Justice Court

Tim Whalen—Director of Salt Lake County Behavioral Health

Jim Peters—State Justice Courts Administrator

Representative Jim Dunnigan—Utah State House Representative District 36

Senator Stephanie Pitcher—Utah State Senator

Rebecca Brown —Utah State Department of Corrections

Wayne Niederhauser—State Homelessness Services Coordinator

Judge Susan Eisenman—Presiding Judge of the Third District Juvenile Court

Pamela Vickrey—Juvenile Defenders Association

Tiffani King—Lived Expert

Wendy Isom—Victim Advocate Program Director for Salt Lake City Police Department

Andrew Johnston—Director of Homeless Policy and Outreach for Salt Lake City

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