



Assessment of the Salt Lake County Criminal Justice Advisory Council

August 2026



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Acknowledgement

This assessment would not have been possible without the generous participation of the Salt Lake County Criminal Justice Advisory Council members who gave their time and candor to this process. JMI is grateful to the council's leadership, including Salt Lake County Mayor Jenny Wilson, Sheriff Rosie Rivera, District Attorney Sim Gill (CJAC Chair), Salt Lake Council Member Dea Theodore (CJAC Vice Chair), and Salt Lake Council Member Jiro Johnson (CJAC Vice Chair), for welcoming an independent review and for the spirit of openness with which they approached it.

JMI thanks each of the nineteen council members and six additional stakeholders who participated in confidential interviews. The conversations were substantive, thoughtful, and candid. The willingness of busy, senior leaders to sit down and reflect seriously on what the council is doing well, what it could do better, and what it means to them personally made this a richer assessment than any document review alone could produce. Their insights are at the heart of this report.

Special appreciation is owed to Anndrea Wild, Director of the Salt Lake County Office of Homelessness and Criminal Justice Reform, and to Alex Allen, Associate Director, for their responsiveness, coordination, and professionalism throughout the engagement. They facilitated access to council materials, helped arrange interviews, and ensured that JMI had what it needed to conduct a thorough review. The broader CJAC staff team, including Sebastian Green, Allison Heffernan, Brooke Lockyer, John Krantz, and Amber Lietz, kept things organized and moving, and their dedication to the council's work is evident throughout this report.

Finally, JMI acknowledges Mayor Jenny Wilson and the Salt Lake County government for their sustained investment in the CJAC. Coordinating councils do not sustain themselves. They require organizational support, political will, and consistent leadership from the top. Salt Lake County has provided all three for nearly three decades, and that foundation is among the CJAC's most important assets.

Executive Summary

The Justice Management Institute (JMI) conducted an independent assessment of the Salt Lake County Criminal Justice Advisory Council, known as the CJAC, measuring the council against the National Standards for Criminal Justice Coordinating Councils (CJCCs) and the CJCC Essential Elements. The assessment drew on confidential interviews with council members and stakeholders, a review of council documents, observation of council and workgroup meetings, and an online member survey completed by 19 of the council's 24 members. The purpose of this assessment was to evaluate the CJAC's strengths and identify opportunities to enhance its alignment with national best practice.

The primary finding is straightforward: the Salt Lake County CJAC is a high-performing coordinating council and one of the strongest in the country. Formed in 1997 and codified in county ordinance in 2004, the council predates Utah's statutory framework for coordinating councils and has matured into a body that convenes the right leaders, takes on the hardest issues in the county's justice system, and grounds its work in evidence to a degree that distinguishes it nationally. Members described the council as valuable, well-run, and markedly more productive than in previous years.

Strengths

The CJAC demonstrates strong performance across most of the ten essential elements. Its systemic focus is well established and supported by current foundational documents and a strong cross-system culture. Leaders from law enforcement, the courts, prosecution, defense, jail operations, behavioral health, human services, and homelessness response, work with a shared understanding of how decisions in one part of the system affect the others. The council seats executive-level leaders who attend regularly and actively participate, and it sustains a consensus-driven, advisory approach that allows difficult and sometimes contentious issues to be worked through without breaking trust.

The council's use of data and research is a signature strength. The CJAC maintains genuine in-house analytic capacity and has produced data products that members rely on, including a jail data dashboard, a high-utilizer dashboard, an automated legislative tracker, and a geospatial map of youth crime that the state has looked to replicate. Much of the CJAC's substantive work moves forward through active, well-run workgroups, and the council recently adopted a current, well-constructed strategic plan organized around clear goals, phased initiatives, and assigned leadership. Throughout the assessment, the council's staff were the most consistently praised aspect of the CJAC, and they were credited by members with much of the council's effectiveness and momentum.

Opportunities

The opportunities identified through the assessment are primarily focused on strengthening and sustaining a strong council rather than rebuilding it. Several themes emerged across the findings.

Community engagement is the council's clearest opportunity for improvement and the area least aligned with the national standards. The council excels at convening system stakeholders, but that strength has not yet extended to engaging residents, effectively communicating its work, or incorporating the voices of people directly affected by the justice system. The unsuccessful jail construction bond measure was cited

repeatedly as evidence of the work ahead in helping the public understand the justice system and the reasoning behind initiatives.

The strategic plan, though well done, offers an opportunity to move from a strong document to an actively implemented roadmap, with outcome measures tied to its goals and regular progress reporting. The CJAC's data approach can also be strengthened through a defined set of key performance indicators and the publication of an annual system data report for the community.

Members ranked the behavioral health and Leifman work as their highest priority, yet many expressed uncertainties about the CJAC's role as those recommendations move forward. The county, the city, and the council would benefit from clearly defining the CJAC's specific role in relation to the systemic coordination effort and implementation of the Leifman recommendations.

Questions of leadership structure, governance, and long-term durability also emerged. The CJAC's rotating officer model is supported by most members, though it departs from the standards in several respects, and the council lacks a steering committee of the kind the standards envision. Members raised thoughtful, forward-looking questions about how the CJAC can sustain shared ownership among its principal partners and endure beyond any single administration. Other opportunities include managing the mismatch between full agendas and limited meeting time, formalizing the workgroup structure in the bylaws, establishing a process to onboard new members, and matching staff capacity to the council's growing ambitions.

Conclusion

The Salt Lake County CJAC has credibility, strong capacity, and the right decision-makers at the table, and it has already built much of what the national standards envision. The findings and recommendations that follow are intended to help the council enhance its operations as it continues to pursue ambitious endeavors. Overall, the council moves forward from a position of considerable strength that few coordinating councils can match.

I. The History and Structure of the Salt Lake County CJAC

The [Salt Lake County Criminal Justice Advisory Council](#), known as the CJAC, is the most established coordinating council of its kind in the country. The council was formed in 1997 and codified in county ordinance in 2004, well before the state adopted a formal statutory framework for local coordinating councils. Salt Lake County moved early to create a standing body where leaders from across the justice system could meet regularly, share information, and work through problems as a system. The council operates under bylaws grounded in the [Salt Lake County Code of Ordinances, Chapter 2.96](#), and [Utah Code Section 17-55-201](#), and it serves as an advisory body that analyzes criminal justice policy and projects and makes recommendations to the Salt Lake County Mayor and County Council.

The CJAC operates under the following mission and vision:

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

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

Over the years, the scope of the council's work has broadened from early efforts around jail crowding and case processing to a wide range of interconnected issues, including behavioral health and mental health diversion, homelessness, crisis response, reentry, juvenile justice, data integration, and jail capacity. The council brings together executive-level leaders and community representatives from across the county's justice system, and much of its substantive work moves forward through standing work groups supported by dedicated staff.

The council's members include the following:

Core Leadership:

- Jenny Wilson, Mayor, Salt Lake County
- Rosie Rivera, Sheriff, Salt Lake County
- Sim Gill, District Attorney, Salt Lake County (Chair)
- Dea Theodore, Council Member, Salt Lake County Council (Vice-Chair)
- Jiro Johnson, Council Member, Salt Lake County Council (Vice-Chair)

Members:

- Rebecca Brown, Deputy Commissioner, Utah Department of Corrections
- Tyler Clancy, State Homeless Coordinator, Office of Homeless Services
- Kelly Colopy, Director, Salt Lake County Human Services
- Matthew Dumont, Deputy Chief, Salt Lake County Sheriff's Office
- Jim Dunnigan, Representative, Utah House of Representatives
- Susan Eisenman, Judge, Third District Juvenile Court
- Scott Fisher, Senior Assistant City Prosecutor, Salt Lake City
- Mark Flores, Judge, Third District Justice Court for South Salt Lake City
- Kele Griffone, Director, Salt Lake County Criminal Justice Services
- Wendy Isom, Program Director, Salt Lake Police Department Victim Advocate

- Andrew Johnston, Director of Homeless Policy and Outreach, Salt Lake City
- Rich Mauro, Executive Director, Legal Defender Association
- Erin Mendenhall, Mayor, Salt Lake City
- Brendan McCullagh, Presiding Judge, West Valley Justice Court
- Adam Mow, Presiding Judge, Third District Court
- Mark Paradise, Trial Court Executive, Third District Court
- Jim Peters, Justice Courts Administrator, Utah Justice Courts
- Brian Redd, Chief, Salt Lake Police Department
- Scott Taylor, Citizen, Lived-Experience Representative
- Pam Vickrey, Executive Director, Utah Juvenile Defender Attorneys
- Tim Whalen, Director, Salt Lake County Behavioral Health Services

The CJAC requested this assessment as part of its ongoing commitment to continuous improvement. The council's current strategic plan, covering November 2025 through October 2028, names the independent review by the Justice Management Institute as one of the guiding inputs for its next phase of work. The timing is significant, with several major efforts converging at once, including implementation of the Leifman recommendations, adoption of the 2026-28 strategic plan, decisions about jail capacity, and a state legislative audit touching the county's justice system. The council sought an objective, external review of how closely it aligns with the National Standards for Criminal Justice Coordinating Councils (CJCCs) and the CJCC Essential Elements, with the goal of understanding its strengths and identifying opportunities for improvement.

This report is organized into four parts. Section II describes the assessment framework and the ten essential elements of a high-performing council. Section III presents the assessment findings, organized element by element, with survey results and commentary for each. Section IV provides a summary of the assessment along with recommendations for strengthening the council. Finally, the survey results appear in the appendix.

II. Assessment Framework

Technical Assistance

JMI, a non-profit organization founded in 1993 and based in Arlington, Virginia, provides cutting-edge research, education and training programs, and technical assistance in justice policy, planning, and operations. As part of its technical assistance, JMI has supported local justice coordinating councils {widely known as Criminal Justice Coordinating Councils (CJCCs) or Criminal Justice Advisory Councils (CJACs)} since its founding. However, its work with CJCCs and CJACs became more significant in 2010 through a grant from the Bureau of Justice Assistance. Through that grant, JMI established the [National Network of Criminal Justice Coordinating Councils](#) (NNCJCC), an association of local criminal justice coordinating councils, with membership composed of leadership and staff from councils across the country. Currently, the NNCJCC has 40 jurisdictions as members. The NNCJCC empowers councils to drive positive change through knowledge sharing, advocacy, and innovation. It advocates for directors to lead systemic initiatives and serves as a resource for jurisdictions seeking to establish or sustain an effective council.

Assessment Framework

Through its continued work and technical assistance, JMI developed the [National Standards for Criminal Justice Coordinating Councils](#) and an accompanying publication, [CJCC Essential Elements](#), in partnership with the National Institute of Corrections (NIC). These publications outline best practices for achieving effective council operations. The CJCC Essential Elements includes an assessment tool that compares an existing local justice council to the ideal council model as defined by the national standards. This gap analysis assesses how closely a council aligns with best practices and identifies areas for improvement. *(Note: from this point forward, only the term CJAC will be used to reflect the proper name for Salt Lake County's council)*

The assessment tool delineates ten essential elements that characterize high-performing CJAC. The essential elements are the following:

- 1) **Systemic Focus** – The CJAC takes a systemic approach to coordinating the criminal justice system and is guided by a vision statement and a mission statement.
- 2) **Participation** – The CJAC has executive-level decision-makers as members, and they actively participate in the council.
- 3) **Leadership** – The CJAC has an effective leadership structure that includes officers and a steering committee.
- 4) **Consensus Building** – The CJAC makes consensus-based decisions and relies on voting for procedural matters.
- 5) **Organized Meetings** – The CJAC, including committees and workgroups, has structured meetings regularly.
- 6) **Committees and Workgroups** – The CJAC has standing committees and workgroups that advance the strategic initiatives and work of the council.
- 7) **Strategic Planning** – The CJAC has a strategic plan that guides the work of the council and produces desired outcomes.
- 8) **Data and Research** – The CJAC produces quantitative and qualitative data on the criminal justice system and uses the data to inform decision-making.
- 9) **Community Engagement** – The CJAC engages the community by sharing information and by involving the community in the work of the council.
- 10) **Director and Staff** – The CJAC has a director and staff who coordinate and advance the council's strategic initiatives.

Section III of this report presents the findings of the assessment using the Essential Elements tool. Given the tool's design as a measure of an ideal CJAC model, it is improbable that any CJAC will receive high ratings across all essential elements. These characteristics for high-performing CJACs were created in collaboration with over 30 members of CJACs from across the country, as well as experts from JMI and NIC. Although the standards outline characteristics of high-performing CJACs, those characteristics may not be what is best for every jurisdiction, nor may all the standards be attainable. For example, a CJAC

may lack the financial resources to implement all aspects of the standards. The CJAC should view the findings that follow as a guide for potential improvement, or recalibration, recognizing that full compliance on every measure may not be feasible.

Assessment Ratings

Each essential element listed above has five to seven key factors associated with it that indicate if the element is operationalized. The assessment tool uses a rating scale to determine compliance with each key factor and to assign an overall rating for each element. The rating scale is:

- **Fully compliant** – The CJAC fully comports with the key factor/essential element.
- **Mostly compliant** – The CJAC comports with a majority of the key factor/essential element; the council deviates from the key factor/essential element, but aspects of the key factor are mostly present.
- **Somewhat compliant** – The CJAC comports with a minority of the key factor/essential element; aspects of the key factor/essential element are somewhat present.
- **Not compliant** – The CJAC does not comport with the key factor/essential element.

When evaluating a CJAC, compliance is not a simple “yes” or “no.” For example, having bylaws does not automatically mean “fully compliant” on that key factor. JMI reviews the bylaws to determine if they fully meet the specified criteria of the national standards. If specific details are missing, like duties of officers, the CJAC would likely be “mostly” or “somewhat” compliant for that key factor.

Assessment Process

To understand the Salt Lake County CJAC, JMI conducted interviews with nineteen CJAC voting members and six additional stakeholders virtually for approximately one hour each. An online survey was also distributed to members, and the results were analyzed for additional context. See Appendix B for survey results. Twenty-four stakeholders were invited to participate, and nineteen responses were received (79% response rate).

III. Assessment Findings

In the following pages, JMI will address each of the ten essential elements as they pertain to the Salt Lake County CJAC. JMI assigned a rating for each element on key factors, with ratings indicating whether the key factor was present or not fully present, based on information obtained from the interviews and online survey. Commentary is also provided to support the assigned rating.

Systemic Focus		The CJAC takes a systemic approach to coordinating the criminal justice system and is guided by a vision and a mission statement.			
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJAC focuses on systemic issues that cross multiple agencies and systems.	✓				
The CJAC maximizes system resources and available justice system funding.		✓			
The CJAC pursues a system that is fairer and more just and equitable.		✓			
The CJAC responds to crises affecting the criminal justice system.		✓			
The CJAC has a vision statement and a mission statement that reflect the systemic role of the council.	✓				
The CJAC has bylaws that outline the systemic purpose and structure of the council.		✓			
Overall Rating for Systemic Focus		✓			

Survey Results:

Survey respondents identified systemic focus as one of the council's clearest strengths. The item measuring whether the CJAC focuses on issues that cross multiple agencies received the highest score of the entire survey, averaging 9 out of 10 (a score of one indicates that the respondent strongly disagreed, and a score of 10 indicates that the respondent strongly agreed). Respondents also rated the council well on pursuing a system that is fairer, more just, and equitable, which averaged 8. Scores remained positive but somewhat lower on responding to crises affecting the criminal justice system and on maximizing system resources, each averaging 7, and on maximizing existing system funding, which averaged 6.

Commentary:

The Salt Lake County CJAC was created to coordinate and improve the local criminal justice system, and its mission, vision, bylaws, and strategic plan all reflect a concern to address the system holistically. The council operates as an advisory body that works by consensus, consistent with the national standards and with its role under its bylaws. As recommended by the standards, the council has adopted vision and mission statements that guide its work, and bylaws are in place to give structure to its operation. The CJAC bylaws are reinforced through county ordinance and state statute, and they align well with the expectations outlined in the national standards. The exception is the opportunity to be more deliberate about the duties and responsibilities of the council's officers and support staff, a point examined further under Leadership, Director and Staff.

The national standards call for a council to take a systemic approach and to maintain shared responsibility among members and the agencies they represent. The Salt Lake County CJAC strongly exemplifies that tenet. The council has a long history of pursuing initiatives that strengthen justice system coordination, improve services for justice-involved individuals, and enhance public safety. Its current work reflects the same comprehensive involvement, spanning crisis response, diversion, violence prevention, criminal case processing, reentry, and juvenile justice. Across interviews, members consistently described the CJAC as a

place where leaders from law enforcement, the courts, prosecution, defense, jail operations, behavioral health, human services, and homelessness response can see how a decision in one part of the system affects the others. Many pointed to the council's value in breaking down silos and surfacing consequences that a single agency, acting alone, might miss. The county's alignment of its criminal justice reform and homelessness functions reflects the same instinct, recognizing how closely those systems overlap for the people who move through them.

Most notably, the CJAC and its committees have been developing strategies to address individuals with severe challenges related to mental health, substance use, and homelessness. The work, which included the development of a Sequential Intercept Model, has served as a foundation for the [recent recommendations to Salt Lake County from Judge Leifman](#), a national expert in behavioral health and criminal justice reform. Many of those recommendations affirmed the ongoing efforts of the CJAC rather than redirecting them. The council's willingness to take on difficult and urgent matters, including candid disagreements about diversion and accountability, allows it to work through emerging problems constructively rather than avoid them.

Despite the favorable justice system work of the CJAC, several members expressed during interviews that the council could be more effective at maximizing existing resources and reducing inter-agency barriers, such as the adjudication of individuals with criminal cases in multiple courts. The observation may be linked to a December 2025 [audit by the Legislative Auditor General](#), which indicated that fragmented coordination in Salt Lake County contributed to accountability gaps for repeat offenders. The survey results point in a similar direction. Members rated cross-system focus as the single highest item on the entire survey, yet they were more measured about whether the council maximizes system resources and existing funding. Some members wanted clearer evidence that the council's initiatives are coordinated with other funding streams, including Leifman implementation and opioid settlement resources, and that effort is not duplicated across the several coordinating structures now operating in the county.

In a related vein, some members felt the council has placed too much emphasis on homelessness in recent years and not enough on the overall justice system. The concern is understandable given how closely homelessness and criminal justice involvement overlap in the county, though it points to a real need for the council to keep its full systemic scope in view.

The paradox for the CJAC is that many members believe the council is pursuing worthwhile endeavors and functioning near capacity, while also believing that more coordination is needed. The council does not need to build a systemic focus, since one is already firmly in place and reflected in current foundational documents and a strong cross-system culture. The principal opportunity is to sharpen the council's role within an increasingly crowded reform landscape and to demonstrate, in a visible way, how its work helps the system make the most of limited resources.

Finally, and related to the points above, a significant number of CJAC members expressed confusion or uncertainty about the council's role with the Leifman recommendations going forward. Pursuit of the Leifman recommendations was a common priority raised during interviews, and members confirmed it as the council's top priority in the ranking of priority areas on the survey. The county, city, and council need to bring clarity to that issue.

Participation		The CJAC has executive-level decision-makers as members, and they actively participate in the council.			
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
CJAC membership includes executive-level leadership representing key entities from municipal, county, and state justice agencies.	✓				
CJAC membership size is appropriate to fulfill the council’s mission.	✓				
CJAC membership includes at least one representative from the community.		✓			
CJAC bylaws outline expectations for council members.	✓				
CJAC members attend and participate in council meetings regularly; use of proxies and delegates is limited.	✓				
The CJAC has a formal process for onboarding new members.				✓	
The CJAC’s membership list is publicly posted and updated annually.	✓				
Overall Rating for Participation		✓			

Survey Results:

Survey respondents viewed the council's membership and participation favorably. The item measuring whether the council's membership size is appropriate to fulfill its mission averaged 8 out of 10. Regular attendance with limited use of proxies also averaged 8, as did active participation in council meetings. The strong response rate reinforces those numbers, since 19 of the council's 24 members completed the survey. More than half reported five to ten years of involvement with the council.

Commentary:

The Salt Lake County CJAC benefits from a membership that aligns closely with the national standards. The council's composition is also grounded in state law, since [Utah Code Section 17-55-201](#) requires every county to create a criminal justice coordinating council and sets a baseline membership drawn from county government, law enforcement, prosecution, defense, the courts, corrections, behavioral health, and crime victims. The CJAC's membership builds on that statutory foundation, seating executive-level leaders from across municipal, county, and state justice agencies, including the mayor, county council members, the sheriff and jail leadership, the district attorney, the courts at both the district and justice court levels, the public defender, behavioral health, human services, criminal justice services, homelessness leadership, the Utah Department of Corrections, and members of the state legislature. The bylaws also include seats for a crime victim or advocate and for an individual with lived experience in the county's justice system. The depth of leadership at the table sets the council apart, since these are the people who can commit their agencies to a course of action.

The bylaws set clear expectations for member participation. They define designated and appointed membership, address what happens when a member changes positions, limit the use of proxies by allowing delegates to join the discussion without voting, and provide for replacing appointed members who miss three consecutive meetings. The council maintains and updates its membership roster, and meeting records are posted on its website. Interviews and survey feedback both indicate that members

generally attend in person or online rather than routinely sending proxies, and that designated members tend to participate directly. Attendance at the full council is strong, often reaching well beyond the formal membership to include staff, partners, and members of the public.

Members appreciated the broad participation and diverse expertise represented, while acknowledging that large, open meetings are more effective for information sharing than for detailed problem-solving. A few members also noted that discussion can, at times, be dominated by a small number of voices. Ensuring that time is shared more evenly would help the council benefit from the full range of expertise in the room.

One area that stands out as an opportunity is the onboarding of new members. The national standards call for a formal process to orient new members to the council's structure, membership, current projects, and expectations for participation. The council has taken a step in this direction over the past year and a half, sending new members an orientation email that includes the bylaws, relevant Utah code, and the strategic plan. Even so, newer members interviewed for this assessment described arriving with limited orientation and learning about the council's work and committees largely by attending meetings over time, which suggests the practice may not be reaching all new members consistently or may benefit from additional components. Building on the existing email with a more complete onboarding process, including a current roster, an overview of the work groups, and a summary of active priorities, would help new members contribute sooner and would reinforce the council's already strong culture of engagement.

The assessment also points to a few areas where the range of perspectives at the table could be broadened. Municipal representation beyond Salt Lake City came up repeatedly, since cities such as West Valley City and South Salt Lake feel significant effects from countywide justice, homelessness, and behavioral health issues, and their courts and prosecutors shape how cases move through the system. Some members noted that the seats reserved for lived experience and for directly affected community voices have not always translated into sustained participation, an issue that connects closely to the community engagement findings later in this report.

Participation is clearly one of the council's strengths. The right senior leaders are at the table, they attend regularly, and they stay engaged in the work. The gaps that remain are not large ones. A formal onboarding process would help new members find their footing, and it would help if newcomers could more easily differentiate members from guests in a crowded meeting. Beyond that, the council should keep working to bring in municipal voices and the perspectives of people directly affected by the system.

Leadership <i>The CJAC has an effective leadership structure that includes officers and a steering committee.</i>				
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC has designated officers from different disciplines.	✓			
The CJAC has a fair and transparent process in place to select officers; officers serve set terms.		✓		
Officers keep the activities and initiatives of the CJAC and the steering committee on track.		✓		
CJAC officers and the steering committee work in consultation with CJAC staff to prepare for CJAC meetings and advance CJAC initiatives.	✓			
CJAC bylaws clearly outline the appropriate duties and responsibilities of the officers and steering committee.				✓
The steering committee includes CJAC officers and a small fraction of the CJAC membership.				✓
Overall Rating for Leadership		✓		

Survey Results:

Survey respondents viewed the council's leadership positively, with scores in the moderate-to-strong range. The item measuring whether the CJAC has a fair and transparent process for selecting the chair and vice-chair averaged 7 out of 10, and the item measuring whether the chair and vice-chair keep the council's activities and initiatives on track also averaged 7.

Commentary:

The Salt Lake County CJAC has a leadership structure rooted in its bylaws and built around the county's principal elected officials. The bylaws provide that the chair and vice-chair rotate annually among the sheriff, the district attorney, the mayor, and a county council designee, with the chair presiding over meetings and the vice-chair stepping in when needed. This structure operates within a statutory requirement, since Utah Code Section 17-55-201 mandates that an elected county official serve as chair and that the council elect that chair from among its elected members. The officers come from different disciplines, which the national standards encourage, and the rotation follows a defined annual schedule. Members generally spoke well of the arrangement, describing rotation as a way to share ownership among the county's elected leaders and to prevent any single office from controlling the council's direction. The structure appears to function smoothly from meeting to meeting, and members did not describe the chair's role as a source of conflict.

The rotating model departs from the national standards in a few respects, and those differences are described here so the council can decide how it wishes to proceed. The standards call for officers to be selected from the membership through a nomination and election process, with the council voting on candidates. The aim of that process is to seat leaders who are widely respected, who think in terms of the whole system, and who are skilled at building consensus. A fixed rotation among designated offices does not involve that kind of open vote, and the standards caution against naming particular positions as

permanent officers, in part because rotation can place someone in the chair who may not bring those qualities or may not have the confidence of the full council. Some of this departure is shaped by state law rather than council preference. Utah Code Section 17-55-201 requires the chair to be an elected county official chosen by the council from among its elected members, which narrows the field of eligible chairs in a way the national standards do not anticipate. The standards are advisory and recognize that each council should adopt what works best for its jurisdiction, and a statutory constraint is a particularly strong reason for a council to depart from them. Given the CJAC's strong track record under the rotating model, the council may well conclude that the current approach serves it better than a change would. The departure from the standards is worth acknowledging all the same, so that any decision to keep the model, within the bounds the statute allows, is a deliberate one.

A related difference concerns the length of officer terms. The standards prefer two-year terms, renewable, so that an officer has enough time to guide the council through initiatives that often take longer than a single year to mature. The CJAC's annual rotation runs shorter than the preferred term. The brevity of each chair's tenure may also help explain a theme that surfaced across interviews, namely that members often see the council's momentum coming from its staff rather than its officers. When leadership changes every year, it can be difficult for a chair to carry a long-running initiative from start to finish, and the continuity naturally shifts to the staff who remain in place across transitions. Longer or staggered terms would give officers more time to lead the work directly, and are worth considering if the council wants its elected leaders to play a more visible role in driving initiatives.

The national standards also call for a steering committee to guide and manage the council between full meetings, with duties such as prioritizing initiatives, monitoring the work of committees and workgroups, drafting agendas, and providing direction to and evaluation of the council's director. The CJAC has a small leadership group made up of the chair and vice-chairs, which performs some of these functions, but the group is closer to an officer corps than to the steering committee the standards describe, and it reportedly does not meet on a regular basis. The standards prefer a steering committee that includes the officers along with a small fraction of the broader membership, such as a handful of key decision-makers from across the system, so that the group can set priorities and track progress on behalf of the full council. The CJAC's leadership group is limited to the rotating officers and does not yet include that wider set of members. Establishing a steering committee, adding in a small group of additional members, and setting a regular meeting schedule would align the council more closely with the standards and would give its leadership a clearer mandate between meetings.

Another difference concerns the council's bylaws. The standards call for the duties and responsibilities of both the officers and the steering committee to be clearly outlined in the council's governing documents. The CJAC's bylaws build on the statutory requirement that the chair be an elected official by establishing the annual rotation among the sheriff, the district attorney, the mayor, and a county council designee, and they describe how leadership passes from one office to the next, but they do not lay out the specific duties of the officers, and they do not establish a steering committee or its responsibilities at all.

A final theme concerns the council's long-term governance and institutional independence. Because the CJAC is staffed and funded through an office housed in the mayor's administration, some members raised the question of whether the structure gives the principal partners an equal sense of ownership over the council's direction. The conversation reflects a genuine interest in the council's durability beyond any

single administration, and it points toward options worth weighing, such as shared investment among the principal offices and a clearer line of accountability for the council's leadership to the partners as a group. The question is one of structure and long-term sustainability and not how the council is currently led. The goal is to ensure that the council remains durable and effective across future administrations.

The council has a functional leadership structure, and the rotating officer model has support from most members. The departures from the national standards are worth the council's attention, nonetheless. The short annual terms, the absence of a true steering committee, and the limited detail in the bylaws about officer and steering committee duties represent points where the CJAC diverges from the standards by choice. The rotating selection of officers is a related but distinct issue, since it operates within a statutory requirement that the chair be an elected county official chosen by the council from among its elected members. None of these findings calls for a particular outcome. The purpose in raising them is to give the council a clear view of where its practice differs from the standards, distinguishing what state law requires from what the council has chosen, so that it can decide which discretionary elements to adopt and which to set aside based on what has worked well in Salt Lake County.

Consensus Building <i>The CJAC makes consensus-based decisions and relies on voting for procedural matters.</i>				
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC is advisory in nature and relies on consensus for decision-making.	✓			
The CJAC discusses matters productively and professionally to find common ground and possible solutions.	✓			
CJAC voting is used primarily for procedural matters and when it is required by the CJAC's bylaws or legislative mandate (if applicable).	✓			
CJAC bylaws outline the council's voting procedures.	✓			
The CJAC includes the perspective of underrepresented communities when making decisions.			✓	
The CJAC has a conflict-of-interest policy.	✓			
Overall Rating for Consensus Building		✓		

Survey Results:

Survey respondents rated the council's consensus and discussion practices positively. The item measuring whether the CJAC discusses matters productively and professionally to find common ground and possible solutions averaged 8 out of 10. The item measuring whether the council relies on consensus for decision-making averaged 7. Scores were somewhat lower on whether the council includes the perspective of underrepresented communities when making decisions, which averaged 7 but drew a wider spread of responses.

Commentary:

Consistent with the national standards, the Salt Lake County CJAC operates as an advisory body that relies on consensus. The council honors the independence of the elected officials and agencies at the table, drawing its influence instead from the standing of its members and from the agreements they reach together. The council's bylaws reinforce that advisory role. They adopt Robert's Rules of Order as the parliamentary authority, set quorum requirements, and reserve voting for procedural matters such as approving minutes and electing officers, an approach that aligns with the national standards. For substantive work, the council relies on discussion and agreement, turning to a formal vote only when one is needed.

The council has established an impressive culture of candid and respectful dialogue. Members described the CJAC consistently as a place where difficult and sometimes contentious issues can be raised, where people can disagree without the conversation breaking down, and where partners speak plainly with one another. Several pointed to a recent disagreement over law enforcement use of the receiving center as an example of the council working at its best, noting that the exchange remained productive and led to follow-up work on diversion. Others observed that the council has grown more willing over time to invite dissenting views and to work through hard questions in the open. The trust that supports those

exchanges is a meaningful strength, and it reflects close alignment with the standards' expectation that a council discuss matters productively and professionally to find common ground.

The national standards call for much of a council's substantive work to be carried out in committees and workgroups, and the CJAC operates that way. Members described the full council as the venue for raising issues and sharing information, with the detailed problem-solving happening in the committees and workgroups. The arrangement aligns with the standards and reflects well on the committee structure discussed elsewhere in this report. The council can draw even more from it by being deliberate about which conversations belong in the full meeting, and which are better routed to a smaller group that can return with a recommendation.

Some members noted that the current political climate, including pressure from the state level, can make certain conversations harder and can put members on the defensive when an issue sounds like criticism of a particular agency. The difficulty comes from the environment more than from the council itself, and it is another reason to work through sensitive matters in smaller settings before they reach the full council. The council has shown it can disagree without losing trust, which serves it well under those conditions.

For all that strength in handling disagreement, the council has a clear opportunity to broaden whose voices shape its decisions. The national standards identify the inclusion of underrepresented communities as a key factor for consensus building. Survey respondents rated the council lower on that measure than on its general discussion practices, and the responses varied widely, ranging from 1 to 9. Interview feedback pointed in the same direction. The bylaws reserve seats for an individual with lived experience and for a crime victim or advocate, yet members were not consistently confident that those voices are present and active when the council weighs decisions that affect them. The theme connects closely to the community engagement findings later in this report. Building more reliable ways for underrepresented communities and people with lived experience to inform the council's deliberations would strengthen both the legitimacy and the quality of its consensus.

A final point concerns conflict of interest. The national standards call for a council to review state law and adopt a formal policy that, at a minimum, requires members to abstain from voting when they have a personal or fiduciary conflict. The CJAC follows the county's conflict-of-interest policy, which members renew annually at the January meeting. The practice meets the standard and reflects the transparency that members already associate with the council's work.

Overall, the council is a strong consensus-building body. Its advisory role is clear, its reliance on consensus is consistent with the standards, its bylaws set out voting procedures, its conflict-of-interest practice is well established, and its culture of candid and respectful problem-solving is something many coordinating councils never achieve. The opportunities in this area are specific and manageable. Bringing underrepresented and community perspectives more consistently into decision-making and being intentional about which discussions happen in the full council and which in smaller groups would each build on a foundation that already serves the council well.

Organized Meetings		The CJAC, including committees and workgroups, has structured meetings regularly.			
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
CJAC meetings are productive and well organized.	✓				
The CJAC meets monthly or bimonthly and has a set meeting time and date throughout the year.	✓				
The CJAC provides agendas at least three working days before a meeting and 24 hours before an emergency meeting.	✓				
CJAC meetings are open to the public and allow time for public comment on the agenda.	✓				
Requirements for a quorum are stipulated in the bylaws.	✓				
The CJAC produces meeting documentation and posts it on the council’s website.	✓				
The CJAC follows open meeting laws.	✓				
Overall Rating for Organized Meetings	✓				

Survey Results:

Survey respondents rated the council's meetings highly, particularly on organization and logistics. The item measuring whether CJAC meetings are well organized averaged 8 out of 10, and whether meetings are productive averaged 7. The supporting logistical questions drew especially strong agreement. Every respondent found the in-person meeting location suitable, nearly 90 percent found the meeting date suitable, and nearly 90 percent reported that meeting materials are provided sufficiently ahead of time. More than 80 percent found the meeting time suitable and agreed that the council meets frequently enough to accomplish its purpose. The comments members offered at the end of the survey added useful insight, with several noting that meetings often run beyond their scheduled time and suggesting either longer meetings, more frequent meetings, or less ambitious agendas.

Commentary:

The Salt Lake County CJAC runs well organized meetings, and its practices align closely with the national standards in this area. The council has a published annual calendar and meets on a regular bi-monthly schedule during the odd-numbered months of the year, generally on the second Wednesday from noon to 1:30 p.m. Meetings are conducted in a hybrid format that pairs an in-person location at the Salt Lake County Government Center with remote participation by Webex, an arrangement that members value and that several specifically asked the council to preserve. Members consistently credited council staff for making the meetings work through their preparation and administrative acumen.

The council's meetings are open to the public and conducted in accordance with Utah open meeting requirements. Agendas and supporting materials are distributed to members ahead of each meeting, and the council generates and retains meeting documentation, including agendas and minutes. All of this is made available on the council's website, which is a particular strength. The CJAC website is well designed and current, and it also provides a single location for the council's bylaws, ordinance, strategic plan, work group information, full membership roster, and staff contacts. The level of public access reflected on the

site goes beyond what many coordinating councils make available and supports the transparency the national standards require.

The hybrid meeting structure deserves particular mention. The standards favor in-person meetings, but members pointed to the hybrid format as a real strength for both the full council and the work groups. It allows executive-level leaders to contribute even when they cannot be there in person, and it likely improves participation in a large jurisdiction like Salt Lake County. Successful hybrid meetings only seem possible because of an established culture and the strong coordination of staff. The mechanics of the meetings rarely get in the way of the work, as reflected in the interviews and favorable survey scores.

One recurring theme from the interviews was that the CJAC meetings do not allow enough time for everything on the agenda. A 90-minute meeting held every other month leaves limited room for the volume of topics, presentations, and discussion that the council takes on, and members raised the point from several angles. Some described agendas that are too ambitious for the time available, with meetings frequently running over and occasionally not reaching every item. Others valued the meetings precisely because they are full of useful information, while still wanting more time for genuine problem-solving and discussion rather than presentation. A related observation concerned the placement of the roundtable discussion, which members described as one of the most valuable parts of the meeting, and which is often cut short when the agenda runs long. The strain is a healthy one in many respects, since it reflects an active council with more to discuss than time allows, but it also points to a clear opportunity to manage agendas and meeting time more deliberately.

Members drew a useful distinction between the purpose of the full meeting and the purpose of the committees and workgroups. Many described the full council as the right venue for information sharing, coordination, and alignment, while the detailed work happens in smaller groups that meet more often and can move more efficiently. The pattern is consistent with the findings under Committees and Workgroups, and it suggests that part of the answer to the time pressure lies in being intentional about what the full meeting is meant to accomplish. Reserving full-council time for the matters that genuinely require the whole body, while routing detailed problem-solving to work groups, would help the council make the most of the limited time its senior members can give.

The same time pressure affects public comment. Although public comment time is available at meetings, members reported that it is used only occasionally and can get squeezed when the agenda runs long, a point that connects to the community engagement findings later in this report.

Overall, the CJAC conducts organized, accessible, and administratively reliable meetings that members value, and its practices align closely with the national standards. The opportunities in this area center on managing the mismatch between full agendas and limited meeting time. Considering longer or more frequent full meetings, tightening agendas, protecting time for the roundtable and substantive discussion, and being clear about which work belongs in the full council versus the work groups would all build on a meeting structure that is already a strength of the council.

Committees & Workgroups		<i>The CJAC has standing committees and workgroups that advance the strategic initiatives and work of the council.</i>		
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC uses committees and workgroups to advance the work of the council.	✓			
The committees and workgroups have chairpersons appointed by the CJAC.	✓			
The committees and workgroups include CJAC members and nonmembers with subject matter expertise, include community members.	✓			
Committees and workgroups routinely update the CJAC and the steering committee on their progress.	✓			
CJAC staff support the committees and workgroups.	✓			
Committees and workgroups produce meeting documentation that is made available to the public.		✓		
Overall Rating for Committees and Workgroups	✓			

Survey Results:

Survey respondents rated the council's use of committees and workgroups favorably. The item measuring whether the CJAC uses committees and workgroups effectively to advance the work of the council averaged 8 out of 10, and whether committees and workgroups routinely update the council on their progress averaged 8. The logistical questions were even stronger, with nearly 95 percent of respondents reporting that the workgroups and committees meet frequently enough to accomplish their stated goals. Most respondents also reported having participated in a workgroup or subcommittee during the past year.

Commentary:

According to the members interviewed, much of the CJAC's substantive work happens in the committees and workgroups. The smaller groups allow people with subject matter expertise the opportunity to take specific challenges and then bring recommendations to the full council for implementation approval. The national standards advocate for this same structure, with standing committees handling the complex, ongoing priorities and workgroups taking on narrower, time-limited tasks. The standards expect both to advance the strategic plan and to keep the full council informed, which is how the CJAC's groups operate.

The council currently maintains five active workgroups: Community Crisis Response, Juvenile Justice, Legal Structures, Reentry, and Legal Rights and Safety. Each has a defined mission statement and a set of goals or action items, which helps members and the community understand the workgroups' purpose. The mission statements also map closely to the priorities in the council's strategic plan, which helps affirm that the workgroups are advancing the CJAC's plan.

The work taking place in the individual groups illustrates their value. The Community Crisis Response Workgroup drew praise, with members describing detailed, practical work on issues such as how 911 calls involving mental health are identified, how information reaches providers, and how the right responder is

dispatched. Members credited the group with bringing together emergency room physicians, mobile crisis teams, law enforcement, and behavioral health partners around problems those disciplines rarely solve in isolation. The Legal Structures Workgroup was also described as productive, particularly in developing data tools to identify people with cases across multiple municipal jurisdictions and in opening a more constructive dialogue with justice court judges about alternatives to jail. Members noted that the group made progress even where a formal structural solution proved difficult, a sign that its contributions reach beyond any single policy outcome. The Juvenile Justice Workgroup, supported by a dedicated youth coordinator, has grown into an especially active portfolio that includes youth court development, mentoring, school-based interventions, and geospatial analysis of youth crime. Several committee members viewed the workgroup's efforts as innovative and increasingly influential at the state level. The Reentry and Legal Rights and Safety groups round out the structure, taking up the barriers people face in securing identification, housing, and services after incarceration and the intersection of homelessness with criminal justice involvement.

The strength of the workgroups was evident firsthand. JMI observed several workgroup meetings and found them well organized, collaborative, and substantive. The workgroup discussions followed meeting agendas and were productive as members engaged seriously with the material. Staff were especially adept at keeping the groups focused on specific initiatives and moving the work forward, which is the supporting role the national standards envision for council staff.

Members offered a consistent and useful observation that the workgroups, rather than the full council, are where genuine problem-solving happens. Smaller groups allow for give-and-take, compromise, and the kind of focused attention a large meeting cannot easily provide. Several members noted that workgroups produce better results when the right people are matched to the issue, and that line staff or operational practitioners sometimes contribute more to a specific problem than executive-level members. The insight reinforces the standards' expectation that workgroup membership draws on both council members and nonmembers with subject matter expertise.

The clearest opportunity in this area concerns the formal structure that sits beneath the groups. Each workgroup already has designated chairs, as reflected in the council's strategic plan, so leadership is in place. What is missing is a memorialized process for how those chairs are selected and a clear statement of their duties. The national standards call for committees and workgroups to be formed by a vote of the council, to have chairs or co-chairs appointed by the council, and to operate under defined leadership responsibilities such as presiding over meetings, setting schedules and agendas, ensuring meeting notes are kept, and reporting progress to the council. The CJAC's bylaws do not yet capture that process or those duties. A practical step would be to address the selection and responsibilities of workgroup chairs in the bylaws and to reinforce them through a charter for each group. The charter would set out the group's purpose, membership, leadership, and reporting expectations, and the bylaws would give the overall structure a durable foundation. The change would formalize what the council is already doing in practice and would help the groups sustain their progress through changes in chairs or membership.

A second opportunity concerns documentation. The national standards call for committees and workgroups to produce meeting documentation that is made available in the same way the full council does. The council's practices in this area appear less consistent at the workgroup level than at the full-council level. Standardizing how workgroups capture and share their work, including agendas, notes,

assignments, and progress, would improve continuity through leadership changes and would reinforce the transparency the council already demonstrates on its website.

Overall, the CJAC makes strong and effective use of committees and workgroups, and members clearly regard them as productive and worthwhile. The groups take on the right issues, draw the right expertise to the table, advance the strategic plan, and report regularly to the full council, and direct observation confirmed that they are well run. The opportunities here are about formal structure and continuity rather than activity. Adopting workgroup charters, addressing workgroup formation and leadership in the bylaws, and standardizing documentation would help the council protect and build on a structure that is already advancing its most important work.

Strategic Planning		<i>The CJAC has a strategic plan that guides the work of the council and produces desired outcomes.</i>		
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC creates and adopts a data-informed strategic plan every three to five years.	✓			
The strategic plan is produced collaboratively by CJAC members and community.		✓		
The strategic plan is specific, measurable, achievable, realistic, and time bound.		✓		
The strategic plan includes short-, medium-, and long-term initiatives.	✓			
The strategic plan and related deliverables are reviewed annually and updated as needed by CJAC.	✓			
The strategic plan is shared with the public, and progress reports are provided at least annually.	✓			
Overall Rating for Strategic Planning		✓		

Survey Results:

The survey did not include a dedicated battery of strategic planning questions though related themes appeared throughout the responses. Members rated the council strongly on focusing on cross-system issues and on using data to inform decisions, both of which support sound planning. The open-ended comments at the end of the survey spoke most directly to this element. Several respondents encouraged the council to clarify its role as it moves from coordination toward implementation, particularly around the Leifman recommendations, and to align expectations among partners as new opportunities come to the council and its workgroups.

Commentary:

The Salt Lake County CJAC recently adopted a strategic plan, which is a meaningful strength and a clear point of alignment with the national standards. The plan covers November 2025 through October 2028, and is organized around a defined mission, vision, and set of core values. It identifies the major system challenges facing the county, including a shortage of housing and support services, overreliance on jails, an overburdened legal system, an uncoordinated crisis response continuum, and the need for data sharing across systems. The plan is built on three goals: system improvement, data coordination, and partner engagement, and each goal carries a set of objectives broken into short-, medium-, and long-term phases. Initiatives are assigned to the council's workgroups, with named chairs, staff support, and workplans for each. The plan frames itself as a working document, explicitly tied to the council's systemic coordination effort and the Leifman efforts. A data-informed and well-structured plan of this kind puts the CJAC ahead of most coordinating councils.

The plan's development drew a variety of perspectives from members. Some members felt they had adequate opportunity to provide input, particularly those who work together across the various venues where the council's partners interact. Others experienced the process as compressed, describing input

that was gathered late or within a short turnaround, and a few did not recall the plan in enough detail to speak to its substance. The mixed recollection is informative. The national standards envision a plan produced collaboratively with members and community, and the variation in how members experienced the process suggests an opportunity to make future planning more visibly participatory, with clearer points of input, documented community engagement, and more time for members to digest and shape the document before it is finalized.

One consistent theme from the interviews was a desire to see the strategic plan put into action and kept in front of the council. Members described the plan as sound and considered it useful as a guide for the council, and they wanted to ensure it functions as a working document that is flexible as conditions change.

The Salt Lake County CJAC strategic plan provides much of the structure the standards recommend, including phased initiatives, assigned chairs, and a performance-measures framework that tracks each initiative's phase and pace and calls for annual assessment. It is lighter in two areas, however. First, the plan does not yet set outcome measures to show whether its goals are being met and, second, it has no regular process for reporting progress to members and the public. The national standards call for a strategic plan that is specific, measurable, achievable, relevant, and time-bound, and that is reviewed annually with progress shared with the council and the community. The opportunity for the CJAC is to build on the framework it already has by defining outcome targets for its initiatives. Clear targets would let members and stakeholders track how the work is advancing and see how the individual workgroups fit into a single council agenda.

A related theme concerns how the strategic plan fits with the other major reform efforts underway in the county. The council's planning now runs alongside the Leifman implementation work, the county's systemic coordination effort, and pending decisions about jail capacity, and members asked how the plan connects to those efforts without duplicating or being overtaken by them. The council does not necessarily need a new plan, since the current one is recent and well-constructed. What it needs is a clearer account of how the plan defines the council's role within that larger structure, including what the council will own and how its priorities line up against the longer Leifman timeline. Drawing those connections would help the strategic plan guide the council's work better going forward.

Members also raised the importance of sustaining initiatives that prove effective. Several noted that promising work, particularly grant-funded juvenile justice efforts, depends on dedicated capacity that may not continue when grant funding ends. The plan itself flags the need to secure sustainable funding for several initiatives. A planning approach that identifies which initiatives are working, what they require to continue, and how successful pilots might be sustained or scaled would give the council a clearer path from short-term projects to lasting system change.

Overall, the CJAC is well positioned in this area. It has a current, data-informed strategic plan, organized around clear goals and values, structured with phased initiatives and assigned leadership, and explicitly designed to evolve as the council's work develops. The opportunities are about operationalizing and connecting the plan rather than creating one. Defining outcome measures and reporting progress against them, making future planning more visibly collaborative, clarifying how the plan relates to the Leifman work and other county efforts, and building in a path to sustain effective initiatives would all help the council turn a strong plan into desired results.

Member Priorities and Alignment with the Strategic Plan

During the one-on-one interviews, members were asked what the priority areas should be for the CJAC. The eight most frequent responses were then included in the online survey, where members were asked to rank the areas from most to least important. The purpose of the exercise was to determine where members wanted to concentrate the council's attention and if the current strategic plan aligned.

Based on the survey results, members placed behavioral health and mental health diversion, including the Leifman initiative, at the top of the list. Data integration and cross-agency information sharing followed in second, and jail capacity and accountability center came in third. These three priority areas clearly scored above the rest. They were followed by reentry and transitional housing ranked (fourth), municipal court coordination and high-utilizer case management (fifth), juvenile justice and youth crime prevention (sixth), and community engagement and public education (seventh). Bail reform and pretrial practices ranked last by a wide margin (eighth), with most members placing it at or near the bottom.

The strategic plan aligns well with the priority areas members ranked highest. Behavioral health and the Leifman work, the top-ranked priority, is well represented, though it is distributed across several areas rather than named as a single headline goal. The crisis response initiatives, including the crisis response roadmap, the post-crisis care team, and improvements to mobile crisis transportation, carry much of this work, and the plan identifies the Leifman consultation as one of its guiding inputs. The substance members care about is present, even if the plan does not elevate behavioral health diversion as a standalone goal.

Data integration, ranked second, lines up with the plan even more directly. It corresponds to an entire goal, with initiatives covering public dashboards, an administrative cost model, and the integration of court, jail, and law enforcement data. The depth of the council's data work, examined more fully in the next section, makes this one of the strongest points of alignment between member priorities and the plan.

The clearest divergence concerns jail capacity and the accountability center, which members ranked third. The plan addresses the pressures that drive jail use, including criminal case coordination, high utilizer

management, and diversion, but it does not include an initiative for expanding jail capacity or developing the accountability center itself. The plan works the demand side of the jail problem, while the capacity question that members rank highly sits largely outside it. The gap is understandable, since capacity decisions involve county funding, facilities, and political choices that reach well beyond the council, yet the distance between a high member priority and the plan is worth noting.

The middle priorities are covered well. Reentry is a dedicated workgroup with objectives around employment, resources, and the Leifman reentry recommendations. Municipal court coordination and high-utilizer case management correspond closely to the Legal Structures work, the case coordination pilot, and the high-utilizer dashboard. Juvenile justice, ranked sixth by members, is one of the most developed areas of the plan, which suggests the council's investment there runs ahead of where members would rank it.

The two lowest-ranked priorities receive lighter treatment in the plan, consistent with how members ranked them. Community engagement and public education appear mainly through partner engagement and reentry simulations rather than a defined outreach strategy, a point taken up in the community engagement section of this report. Bail reform does not appear as an initiative, though the council tracks bail data through one of its dashboards. The alignment between the plan and the rankings holds at the bottom of the list as well as the top.

One pattern again deserves particular attention. Members ranked behavioral health and the Leifman work as their single highest priority, yet many also described uncertainties about the council's role in carrying the Leifman recommendations forward. The plan names the Leifman work as a guiding input but does not yet define what the council will own as implementation proceeds. The area members care about most is therefore the area where the plan is least specific about the council's role, which reinforces the need, raised elsewhere in this report, for the county, the city, and the council to clarify the CJAC's place in the Leifman effort.

Data and Research		<i>The CJAC produces quantitative and qualitative data on the criminal justice system and uses the data to inform decision-making.</i>		
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC uses data and research to inform decision-making and pursue evidence-based solutions.	✓			
The CJAC collects and analyzes local data to monitor trends and proactively manage the criminal justice system.	✓			
The CJAC members and their agencies share pertinent system data with the council.	✓			
The CJAC tracks specific data metrics to determine progress toward strategic goals and objectives.		✓		
The CJAC produces an annual systems data report that informs the council and community.		✓		
The CJAC engages independent outside partners to assist with research efforts.	✓			
Overall Rating for Data and Research		✓		

Survey Results:

Survey respondents identified data and research as one of the council's defining strengths. The item measuring whether the CJAC uses data and research to inform decision-making averaged nearly 9 out of 10, among the highest scores in the entire survey. The item measuring whether the council collects and analyzes local data to monitor trends and proactively manage the criminal justice system averaged 8. The strong ratings cut across respondents with different roles and tenures, which reinforces how broadly members recognize the council's analytic capacity.

Commentary:

Data and research are the clearest area of excellence for the Salt Lake County CJAC, and the council aligns closely with the national standards in this area. Members consistently described the council as one of the best in the state at turning system data into usable information. Much of that reputation rests on in-house capacity. The council employs data professionals who build dashboards, conduct custom analyses, and use tools such as Power BI, ArcGIS, and automated data workflows to pull information from many sources into a practical form.

The council has produced several concrete data products that members pointed to repeatedly. A jail data dashboard was described as a significant accomplishment and a foundation for data-driven conversation about the jail population and system trends. The Legal Structures work produced a high-utilizer dashboard and informed a case coordination proposal aimed at people with open cases across multiple courts and jurisdictions. The juvenile justice work produced a geospatial map of youth crime in the county. The map shows where offenses occur, where charged youth live, and where service gaps exist, and members described it as innovative. Members also noted that the state adopted a similar mapping approach for statewide analysis. Finally, the CJAC maintains an automated legislative tracker that organizes and displays bill information for partners during the legislative session. Members valued the

way the council's data can counter anecdote-driven policy with evidence, particularly in an environment where perception often drives decisions.

The council's work is also research informed. The crisis response roadmap drew on nationwide best practices alongside local analysis, and the council's collaboration with the Leifman consultation brought external expertise into its planning. The council has further committed to standing up a System Evaluation workgroup to assess the performance of criminal justice programs and report findings back to the CJAC. The commitment to external research and evaluation aligns with the standards' expectation that a council routinely engage outside partners in research and evaluation.

Members described data as central to how the council does its work rather than as a separate function. Issues generally arrive at the council with a data component attached, and members expect to see evidence before the council moves too far down a particular path. The expectation reflects a healthy analytic culture and is consistent with national standards.

The opportunities in this area mostly involve deepening an already strong capability. The first concerns data integration and sharing across systems. Court data was repeatedly identified as a missing piece, and the reason is structural. Court case data is maintained by the state court system rather than the county, so access depends on the state and on the legal rules that govern court records. The council has assembled access to jail, homelessness, and law enforcement data, and it continues to seek court, behavioral health, hospital, and Medicaid information. The national standards recognize how difficult cross-system data sharing can be and point to data-sharing agreements among the council and participating agencies as one way to formalize expectations and governance. Members generally viewed the push toward integrated, near real-time data, including the work emerging from the Leifman effort, as the most promising path forward, and several saw the council as the natural home for that coordination.

A second opportunity concerns connecting data to strategic goals and outcomes. The national standards call for a council to establish standing metrics that track system performance and progress on strategic goals, and to set targets for those metrics over time. Members valued the council's dashboards while noting that they function more often as snapshots of current conditions than as forward-looking measures tied to defined goals. A practical step would be to identify a set of key performance indicators that the council tracks year after year, to attach targets to them, and to pair each strategic initiative with measures that show whether it is achieving its intended result. The theme connects closely to the strategic planning findings, where members looked for clearer measures and progress reporting.

A third opportunity concerns the council's public reporting. The national standards call for an annual system performance report that compiles cross-system data and is written for the community, with the goal of building public support and demonstrating accountability. The council produces an annual legislative report and a year-in-review within its strategic plan, both of which provide a foundation. A dedicated annual system data report, shared in plain language through the council's website and other channels, would meet the standard more fully and would support the community engagement findings discussed later in this report.

A fourth opportunity, raised by practitioners, concerns the context behind the numbers. Some members cautioned that data is most useful when the agencies that operate a given system help interpret it, since definitions and operational realities shape what a figure actually means. Building practitioner review into

the council's data process, particularly before information reaches policymakers or the public, would strengthen the credibility and accuracy of an already respected function.

Overall, data and research are a signature strength of the CJAC. The council has invested in genuine analytic capacity, produced data products that members across disciplines rely on, and built a culture that expects decisions to be grounded in evidence. The opportunities here are about extending that strength. Advancing cross-system data integration and formalizing data sharing, working with the state to access court data, establishing key performance indicators tied to strategic goals, producing an annual system data report for the community, and ensuring that practitioners help interpret the data would all build on a capability that already distinguishes the council.

Community Engagement <i>The CJAC engages the community by sharing information and by involving the community in the work of the council.</i>				
Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC purposefully engages the community and includes the community in decision-making.			✓	
The CJAC proactively educates and informs the community about the work of the council, including progress and challenges.		✓		
The CJAC has created a communications plan for conveying information to the public and the media.				✓
The CJAC uses knowledgeable and experienced spokespersons from the council for community outreach efforts.		✓		
The CJAC maintains a website to provide information about, and resources related to, the council and the criminal justice system.	✓			
Overall Rating for Community Engagement		✓		

Survey Results:

Community engagement received the lowest ratings of any element in the survey, which is consistent with what members described in interviews. The item measuring whether the CJAC purposefully engages the community averaged 6 out of 10. The item measuring whether the council purposefully informs the community about its work averaged 6, as did the item measuring whether the council purposefully includes the community in decision-making. The related consensus-building item on including underrepresented communities, as mentioned previously, drew a similarly wide spread of responses.

Commentary:

Community engagement is the area where the Salt Lake County CJAC has the most room to grow, and members were candid about it across interviews. The council excels at convening system stakeholders, but that strength has not yet extended to reaching residents, communicating its work, and incorporating the voices of people directly affected by the justice system. The pattern is a familiar one among coordinating councils across the country.

The CJAC does maintain several of the building blocks that the national standards associate with community engagement. Meetings are open to the public, the council provides time for public comment, and meeting records are posted on its website. The difficulty is that those mechanisms have not translated into active, two-way engagement. Members described public comment as rare, often coming from the same few participants, and frequently occurring late in a meeting when time has run short. The council's public-facing data, particularly the jail data dashboard, represents a meaningful form of transparency, but members generally felt the council does too little to tell the broader story of its work, its progress, and the system pressures it is trying to address.

The clearest and most frequently cited illustration was the failed jail construction bond. Members across very different vantage points returned to it as evidence that the public was not adequately prepared to understand the need behind the proposal, and as a missed opportunity to explain the county's broader

justice system needs. Members offered a range of views about why the measure failed, including timing, cost, ballot language, and a message that some saw as too focused on jail capacity while others saw it as not focused enough. The shared takeaway was that the council and county have important work to do in helping the public understand the justice system, the reasoning behind reform, and the connection between investment and outcomes. The lesson extends well beyond the bond to other major needs on the horizon, including jail capacity, behavioral health, and judicial resources.

A second consistent theme concerns the inclusion of people with lived experience and directly affected community members. The bylaws reserve seats for an individual with lived experience and for a crime victim or advocate, yet members were not confident that those perspectives are consistently present and active when the council weighs decisions that affect them. Several distinguished between different meanings of community, noting that organizations, legislators, and system partners are reasonably well informed about the council's work, while residents who are directly affected by the justice system likely know little about the CJAC at all. The juvenile justice work offers a promising counterexample, where members described efforts to connect with schools, mentoring programs, faith communities, and families, and pointed to the value of gathering input directly from youth and families through surveys and other methods. Drawing on those approaches more broadly would help the council bring affected voices into its work in a sustained way.

A third theme concerns the absence of a defined communications approach. The national standards call for a communications plan for conveying information to the public and the media, and for using knowledgeable spokespersons from the council in outreach. The council does not appear to have a formal communications plan, and members generally described its public communication as ad hoc rather than strategic. Several saw a clear opportunity for the council to communicate its work more proactively, to reach beyond meeting notices and dashboards, and to help shape public understanding rather than respond to it. Members also noted the value of broadening outreach to stakeholders who are not formal members, such as municipal prosecutors and the defense bar, and of creating simple ways for those audiences to stay informed and offer input between meetings.

It is worth acknowledging the difficult environment in which the council communicates. Members noted that Salt Lake County is not always viewed favorably at the state level, that people experiencing homelessness can be easy to villainize in public debate, and that complex, evidence-based reform does not lend itself to simple messaging. These conditions make community engagement harder, and they also make it more important. A council with the CJAC's analytic strength and credibility is well positioned to explain the justice system to the public in a way few other bodies can.

Overall, community engagement is the element where the CJAC is furthest from the national standards, though the gap reflects an underdeveloped strength rather than a structural flaw. The council has the transparency mechanisms, the data, and the credibility to engage the public well. The opportunities are to develop a deliberate communications plan, to tell the council's story more proactively, to build reliable pathways for people with lived experience and directly affected residents to inform the work, and to broaden outreach to interested stakeholders beyond the formal membership. Progress in this area would strengthen public understanding and support at a moment when the council faces several major decisions that will require both.

Director and Staff		<i>The CJAC has a director and support staff who coordinate the council and advance the council's strategies and initiatives.</i>			
Key Factors		Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJAC has a dedicated director who is accountable to the council's steering committee.				✓	
The CJAC director role is a professional, executive-level position in the organization.		✓			
The CJAC director has staff appropriate to support the CJAC's operations.		✓			
The CJAC director and staff have job descriptions that clearly articulate the roles and responsibilities of the positions.		✓			
The CJAC director and staff have performance reviews commensurate with their job duties; the steering committee contributes to the performance of the director.				✓	
Overall Rating for Director and Staff			✓		

Survey Results:

Survey respondents rated the council's staffing favorably. The item measuring whether the CJAC is properly staffed to support and advance the council's strategic initiatives averaged 8 out of 10. The score is consistent with the regard members expressed throughout the survey and interviews, and it carried across respondents with different roles and levels of involvement. A small number of comments at the end of the survey added a note of caution, observing that staff capacity may be tested if the council moves toward a broader implementation role.

Commentary:

The council's staff are, by a wide margin, the most consistently praised aspect of the Salt Lake County CJAC. In interview after interview, members described the team as hardworking, prepared, responsive, knowledgeable, and central to the council's effectiveness. Many credited the staff with the council's strong current standing, describing it as markedly more active and productive than in earlier periods. The strength of the staff function aligns well with the national standards, which call for a director and staff who coordinate and advance the council's work.

The council is staffed through the county's Office of Homelessness and Criminal Justice Reform, which sits within the Mayor's Administration. The office's director provides overall leadership, and an associate director leads the day-to-day work of the CJAC, including preparing agendas, supervising staff, coordinating with data analysts, and keeping members engaged. A team of policy, program, grant, and data professionals supports the council and its workgroups. Members repeatedly singled out individual staff for their contributions, particularly in data analysis, crisis response coordination, juvenile justice work, and legislative tracking. The combination of policy skill, project management, and genuine analytic capacity within the staff team is unusual for a coordinating council and is one of the reasons the council can move work forward between meetings.

Members also credited the staff with much of the council's momentum. Several described the team as the engine that turns discussion into action, moving issues into focused workgroups, developing data products, preparing materials, and following up on commitments. The observation connects to the Leadership findings, where members noted that the rotating elected officers operate at a higher level while staff carry much of the day-to-day work. The arrangement appears to function well, and members did not question the competence or commitment of the staff.

Two themes emerged as opportunities, neither of which reflects on the quality of the team. The first is capacity. Members consistently described the staff as stretched, supporting the CJAC, the office's homelessness responsibilities, and emerging Leifman implementation work, often with the same people. Several noted that the office takes on a great deal because staff are passionate and want to fill gaps, and a few cautioned that capacity may not be sufficient if the council expands into a broader implementation role. Members also observed that communication can be the first thing to suffer when staff are stretched thin. The point is forward-looking, and it suggests that decisions about the council's future scope should be made with a clear-eyed view of what the current team can sustain, and whether additional capacity is needed to match the council's ambitions.

The second theme concerns role clarity and structure. Some members found the relationship between the CJAC and the broader Office of Homelessness and Criminal Justice Reform difficult to parse, including how the director and associate director roles divide responsibility for the council. The bylaws reference a CJAC Director who assists the chair and vice-chair and provide that the council is staffed by the director and other county staff, but they do not fully describe the staffing model as it operates today. Defining the council's staffing roles and reporting relationships more explicitly, including how the director function is understood in the council's bylaws, would reduce confusion and would help members and partners understand roles and responsibilities better.

A related and more sensitive item concerns the structural independence of the staffing function. Because the council's staff are employed within the mayor's administration, some members raised the question of whether that placement affects the staff's ability to serve the full council and its principal partners equally. The conversation was not a criticism of the current team, whose dedication members affirmed repeatedly, but rather a forward-looking governance question about sustainability and shared ownership. This matter connects to the leadership and independence discussion earlier in this report and is best considered as part of a broader conversation about how the council is structured to endure beyond any single administration.

Overall, the director and staff function is a foundational strength of the CJAC. The team is capable, committed, and widely credited with the council's current effectiveness, and the council is well staffed relative to many of its peers. The opportunities here are about protecting and sustaining that strength. Matching staff capacity to the council's growing ambitions, clarifying staffing roles and reporting relationships in the council's governing documents, and engaging the longer-term questions about structure and independence would all help ensure that one of the council's greatest assets remains durable as its work expands.

IV. Summary and Recommendations

Assessment Findings & Recommendations

The Salt Lake County Criminal Justice Advisory Council is a high-performing coordinating council and one of the strongest in the country. The council has a clear systemic purpose, current foundational documents, experienced and committed members, an exceptional staff team, and a culture of candid, respectful problem-solving that many coordinating councils never achieve. The CJAC convenes the right leaders, takes on the hardest issues facing the county's justice system, and grounds its work in evidence to a degree that sets it apart. Members across very different vantage points described the council as valuable, well-run, and markedly more productive than in earlier periods.

Several areas stand out as particular strengths. The council's systemic focus is firmly established and reinforced by a strong cross-system culture. Its use of data and research is a signature strength, supported by genuine in-house analytic capacity and a set of data products that members across disciplines rely on. The council makes effective use of committees and workgroups, which is where much of its substantive work gets done, and it sustains a consensus-driven, advisory approach that allows difficult conversations to remain productive. Its meetings are organized, accessible, and administratively reliable, its membership brings senior leaders to the table, and its staff are, by a wide margin, the most consistently praised aspect of the council.

The findings also point to opportunities, and several themes cut across them. The clearest opportunity is community engagement, where the council's strength in convening professionals has not yet extended to reaching the public, telling its story, and incorporating the voices of people directly affected by the justice system. A second theme involves the strategic plan, which is well built and recent, and the opportunity to operationalize it with outcome measures and regular progress reporting so members can see how the work is advancing. A third theme concerns the council's role within a crowded reform landscape, including uncertainty about what the CJAC will own as the Leifman recommendations move forward. A fourth concerns governance and long-term durability, including how the council is structured to sustain its work beyond any single administration. Other opportunities involve managing the mismatch between full agendas and limited meeting time, formalizing the workgroup structure in the bylaws, establishing a process to onboard new members, and matching staff capacity to the council's growing ambitions.

Taken together, the findings describe a council that does not need to be reinvented. The CJAC has credibility, capacity, and access to the right people, and it has already built much of what the national standards envision. The recommendations that follow are intended to sharpen and sustain a strong council rather than rebuild it, helping the CJAC protect its strengths while addressing the gaps that most clearly limit its next phase of work.

The essential elements ratings chart below provides a concise summary of how those strengths and gaps are distributed across the ten assessment areas.

Essential Elements Ratings for Salt Lake County CJAC	
Essential Element	Overall Rating
Systemic Focus	Mostly Compliant
Participation	Mostly Compliant
Leadership	Mostly Compliant
Consensus Building	Mostly Compliant
Organized Meetings	Fully Compliant
Committees and Workgroups	Mostly Compliant
Strategic Planning	Mostly Compliant
Data and Research	Mostly Compliant
Community Engagement	Mostly Compliant
Director and Staff	Mostly Compliant

Based on the assessment results and guidance from the national standards, JMI proposes the following eleven recommendations to enhance the effectiveness of the Salt Lake County CJAC.

Recommendation 1: Develop a community engagement and communications plan.

Community engagement is the council's clearest opportunity for improvement, and a deliberate plan would address it directly. The plan should define how the CJAC communicates its work, progress, and the system needs it is addressing, identify knowledgeable spokespersons for public outreach, and move the council beyond meeting notices and dashboards toward proactively shaping public understanding. The lessons of the failed jail bond underscore the stakes, since the council faces several major decisions ahead that will require public understanding and support.

Recommendation 2: Build sustained pathways for community and lived-experience voices.

The bylaws already reserve seats for an individual with lived experience and for a crime victim or advocate, and the council should ensure those perspectives are consistently present and active when it weighs decisions that affect them. The juvenile justice work offers a useful model, including direct input from youth and families gathered through surveys and other methods. Extending that approach across the council's work would strengthen both the legitimacy and the quality of its decisions.

Recommendation 3: Operationalize the strategic plan.

The council has a current, well-constructed strategic plan that already includes phased initiatives, assigned workgroups, and a performance-measures framework. The opportunity now is to build on that foundation by defining outcome measures for its initiatives and reporting progress regularly to the council and the public. Clear targets would let members and stakeholders see how the work is advancing and how the individual workgroups fit into a single council agenda. The plan should also identify which initiatives are working and what they need to be sustained, particularly grant-funded efforts that depend on dedicated capacity.

Recommendation 4: Adopt key performance indicators and continue advancing data integration.

Building on a clear strength, the council should identify the performance questions it most wants to answer, establish a set of key performance indicators tied to its strategic goals, set targets for those indicators over time, and produce an annual system data report for the council and community. The council should continue pressing toward cross-system data integration and work with the state court system to obtain court case data, which members repeatedly identified as a missing piece. Building practitioner review into the data process would ensure that figures are interpreted with operational context before they reach policymakers or the public.

The following chart provides an example of key performance indicators that are recommended for councils to routinely track.

Example: Key Performance Indicators for a CJAC to Track	
Key Performance Indicator	Calculation Methodology
Crime Rate	Measures overall public safety and the system's ability to deter crime for five largest law enforcement agencies
Crime Clearance Rate	Indicates law enforcement's effectiveness in solving crimes (five largest agencies)
Case Processing Time	Measures timeliness and adherence to case processing standards
Case Clearance Rate	Measures the court's ability to keep up with caseload and prevent backlogs
Trial Date Certainty	Ensures predictability in scheduling, reducing logistical burdens and costs
Pretrial Detention Rate	Indicates reliance on detention for pretrial defendants
Jail Average/Median Length of Stay	Highlights efficiency in case processing and potential overuse of detention
Cases Filed for Prosecution	Indicates volume of adult misdemeanor and felony cases by prosecutor's office
Felony Cases Filed for Prosecution	Measures frequency in which County Attorney files adult felony case
Cases Disposed	Indicates volume of adult criminal cases that have reached conclusion
Felony Cases Disposed	Measures volume of felony cases that have reached conclusion
Appointed Counsel Cases	Indicates volume of criminal cases assigned to indigent defense attorneys
Conflict Case Rate	Measures frequency in which public defender must decline representation due to a conflict of interest
Caseload per Public Defender	Monitors workload and ensures adequate representation quality
Pretrial Concurrence Rate	Determines alignment between risk assessments and supervision decisions
Pretrial Appearance Rate	Assesses reliability of release decisions and supervision practices
Pretrial Safety Rate	Measures the effectiveness of pretrial supervision in preventing new offenses
Probation Completion Rate	Indicates the effectiveness of probation supervision programs
Probation Recidivism Rate	Tracks the success of probation in preventing reoffending
Technical Violation Rate	Monitors adherence to probation conditions
Recidivism Rate	Assesses the system's success in rehabilitating offenders and reducing repeat offenses

Recommendation 5: Formalize the workgroup structure.

The workgroups are among the council's greatest assets, and each already operates with designated chairs. Modest formal structure would help that work endure. The council should memorialize in the bylaws how workgroup chairs are selected and what their duties are and reinforce those expectations through a charter for each group that sets out its purpose, membership, leadership, and reporting expectations. Standardizing how workgroups document and share their work would further protect continuity through changes in chairs or membership.

Recommendation 6: Enhance the onboarding process for new members.

The council has taken a step toward formal onboarding over the past year and a half, sending new members an orientation email that includes the bylaws, relevant Utah code, and the strategic plan. Even so, newer members interviewed for this assessment described arriving with limited orientation and learning the council's structure over time, which suggests the practice may not be reaching all new members consistently or may benefit from additional components. Building out the existing email with a current roster, an overview of the workgroups, a summary of active priorities, and a clear explanation of who is a voting member, a designated guest, or a staff participant would help new members contribute sooner and reinforce the council's strong culture of engagement.

Recommendation 7: Strengthen meeting structure to match the council's workload.

Members consistently described full agendas that outpace the time available in a 90-minute bimonthly meeting. The council should consider longer or more frequent full meetings, tighter agendas, and protected time for the roundtable, which members value highly. Being clear about which work belongs in the full council and which belongs in the workgroups would help the council make the most of the limited time its senior members can give.

Recommendation 8: Establish a steering committee.

The national standards call for a steering committee to guide and manage the council between full meetings, with duties such as prioritizing initiatives, monitoring the work of committees and workgroups, drafting agendas, and providing direction to the council's director. The CJAC's chair and vice-chairs form a small leadership group that performs some of these functions, but it is closer to an officer corps than to the steering committee the standards envision, and it does not meet on a regular basis. The council should establish a steering committee, include the officers along with a small number of additional members from across the system, define its duties in the bylaws, and set a regular meeting schedule. A functioning steering committee would give the council's leadership a clearer mandate to set priorities, track progress, and keep the work moving between meetings.

Recommendation 9: Strengthen the council's governing documents.

One refinement would bring the bylaws into closer alignment with the national standards. The council should describe its officer and staffing roles and reporting relationships as they operate today, including how the rotating chair model works within the requirements of Utah Code Section 17-55-201.

Recommendation 10: Clarify the council's role in the Leifman work and the broader reform landscape.

Members ranked the behavioral health and Leifman work as their highest priority, yet many described uncertainties about what the council will own as implementation proceeds. The CJAC now operates alongside the county's systemic coordination effort, the Leifman implementation work, and city-led public safety convenings. The county, the city, and the council should work together to define the CJAC's specific role within that landscape, including what it will lead, what it will support, and how its priorities sequence against the longer Leifman timeline. Clarity here would help the council focus where it adds the most value and reduce the risk of duplicated effort.

Recommendation 11: Engage the longer-term questions of governance and independence.

Members raised thoughtful questions about how the council, staffed and funded through an office in the mayor's administration, can sustain shared ownership among its principal partners and endure beyond any single administration. The matter is sensitive and forward-looking, and it is best addressed as a deliberate governance conversation. Options worth weighing include shared investment among the principal offices and a clearer line of accountability for the council's leadership and staff to the partners as a group.

Recommendation 12: Align staff capacity and the council's role with its ambitions.

The council's staff are a foundational strength, and they are also stretched across the CJAC, the office's homelessness responsibilities, and emerging implementation work. As the council considers a larger role in implementing the Leifman recommendations and related reforms, it should make those decisions with a clear view of what the current team can sustain and whether additional capacity is needed, so that one of the council's greatest assets remains durable as its work expands.

Summary of Recommendations	
Recommendation 1	Develop a community engagement and communications plan.
Recommendation 2	Build sustained pathways for community and lived-experience voices.
Recommendation 3	Operationalize the strategic plan.
Recommendation 4	Adopt key performance indicators and continue advancing data integration.
Recommendation 5	Formalize the workgroup structure.
Recommendation 6	Enhance the onboarding process for new members.
Recommendation 7	Strengthen meeting structure to match the council's workload.
Recommendation 8	Establish a steering committee.
Recommendation 9	Strengthen the council's governing documents.
Recommendation 10	Clarify the council's role in the Leifman work and the broader reform landscape.
Recommendation 11	Engage the longer-term questions of governance and independence.
Recommendation 12	Align staff capacity and the council's role with its ambitions.

Appendix A: Interview Participants

The Justice Management Institute extends its sincere appreciation to the Salt Lake County CJAC members and representatives who participated in confidential interviews as part of this assessment. Their time, candor, and thoughtful input were invaluable to understanding the council's strengths, challenges, and opportunities for improvement.

- Jenny Wilson, Mayor, Salt Lake County
- Alexandra Allen, Associate Director, Office of Homelessness and Criminal Justice Reform
- Rebecca Brown, Deputy Commissioner, Utah Department of Corrections
- Kelly Colopy, Director, Salt Lake County Human Services
- Matthew Dumont, Deputy Chief, Salt Lake County Sheriff's Office
- Jim Dunnigan, Representative, Utah House of Representatives
- Susan Eisenman, Judge, Third District Juvenile Court
- Scott Fisher, Senior Assistant City Prosecutor, Salt Lake City
- Mark Flores, Judge, Third District Justice Court for South Salt Lake City
- Sim Gill, District Attorney, Salt Lake County
- Kele Griffone, Director, Salt Lake County Criminal Justice Services
- Jiro Johnson, Council Member, Salt Lake County Council
- Rich Mauro, Executive Director, Legal Defender Association
- Brendan McCullagh, Presiding Judge, West Valley Justice Court
- Erin Mendenhall, Mayor, Salt Lake City
- Adam Mow, Presiding Judge, Third District Court
- Mark Paradise, Trial Court Executive, Third District Court
- Jim Peters, Justice Courts Administrator, Utah Justice Courts
- Brian Redd, Chief, Salt Lake Police Department
- Rosie Rivera, Sheriff, Salt Lake County
- Scott Taylor, Citizen, Lived-Experience Representative
- Dea Theodore, Council Member, Salt Lake County Council
- Pam Vickrey, Executive Director, Utah Juvenile Defender Attorneys
- Anndrea Wild, Director, Office of Homelessness and Criminal Justice Reform

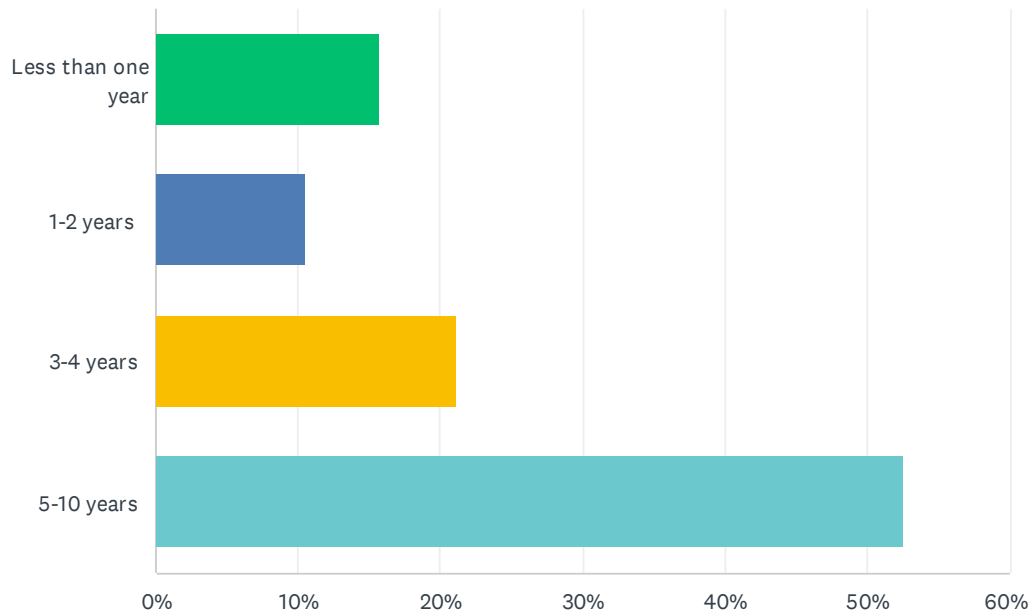
Appendix B: CJAC Member Survey Results

This appendix contains the results of the online member survey conducted as part of the Salt Lake County CJAC assessment. The survey was designed to gather quantitative feedback from council members on how closely the CJAC aligns with the National Standards for Criminal Justice Coordinating Councils and the Essential Elements for CJACs, as well as to identify perceptions about the council's strengths, challenges, and priority areas for improvement. The survey also included questions about potential priority areas for the CJAC to pursue as part of a future strategic planning process.

The pages that follow are the survey output provided through SurveyMonkey and are included in their original format. The results should be read as one component of the overall assessment and considered alongside the confidential interviews, document review, meeting observations, and other materials examined as part of this process. Together, these sources helped inform the findings, ratings, and recommendations presented in this report.

Q1 How long have you been involved with the CJAC:

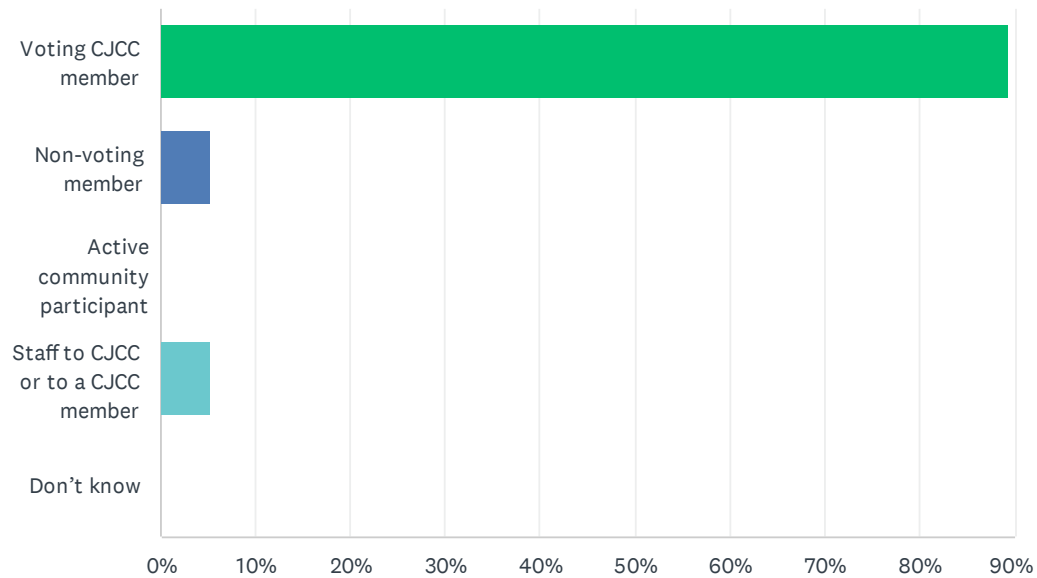
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ANSWER CHOICES	RESPONSES	
Less than one year	15.79%	3
1-2 years	10.53%	2
3-4 years	21.05%	4
5-10 years	52.63%	10
TOTAL		19

Q2 What is your involvement with the CJAC:

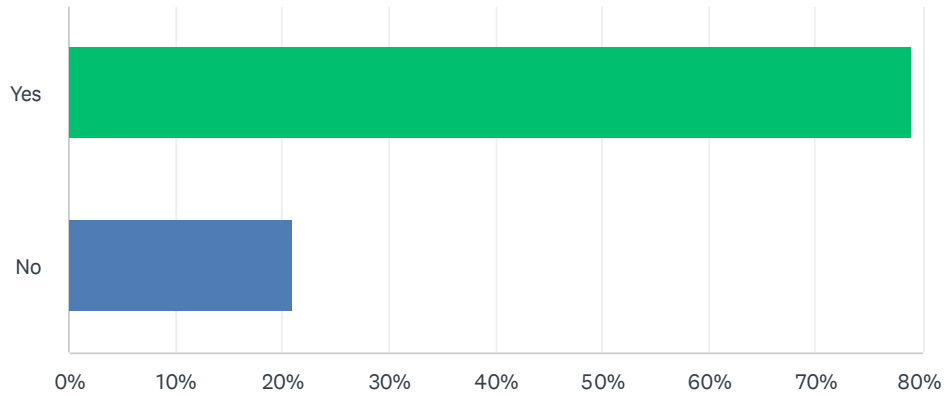
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Voting CJCC member	89.47%	17
Non-voting member	5.26%	1
Active community participant	0.00%	0
Staff to CJCC or to a CJCC member	5.26%	1
Don't know	0.00%	0
TOTAL		19

Q3 Did you participate in any CJAC workgroups or subcommittees in the past year?

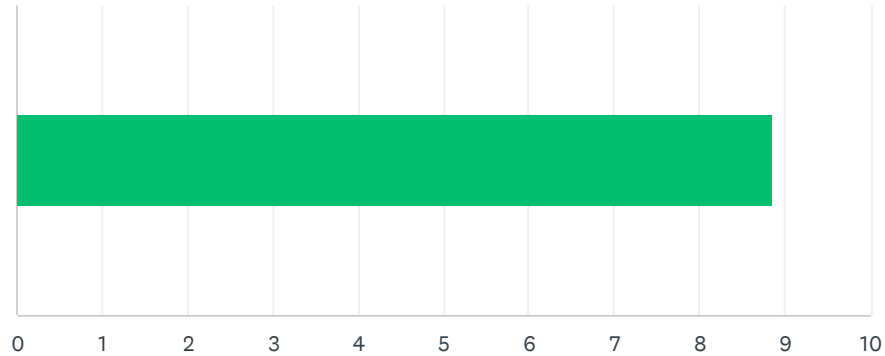
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	78.95%	15
No	21.05%	4
TOTAL		19

Q4 Data Integration and Cross-Agency Information Sharing: Breaking down data silos across county, city, court, and behavioral health agencies to enable integrated analysis, real-time outcome tracking, and data-driven decision-making across the entire criminal justice continuum.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	9	168	19
Total Respondents: 19			

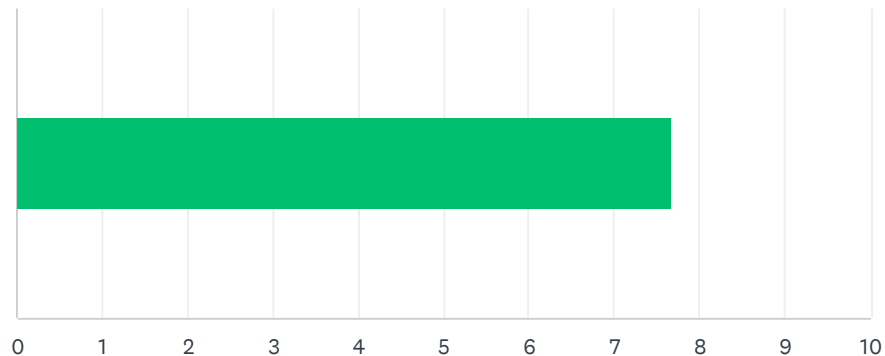
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13	5	4/13/2026 5:33 PM
14	10	4/13/2026 4:35 PM
15	10	4/13/2026 4:03 PM
16	8	4/13/2026 3:42 PM
17	9	4/13/2026 3:27 PM

Salt Lake County CJAC Assessment Survey

18	10	4/13/2026 3:16 PM
19	9	4/13/2026 3:01 PM

Q5 Community Engagement and Public Education: Improving the CJCAC's outreach to the broader community, more effectively communicating the council's work and accomplishments, building public support for criminal justice initiatives, and incorporating the voices of those with lived experience in the justice system.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	146	19
Total Respondents: 19			

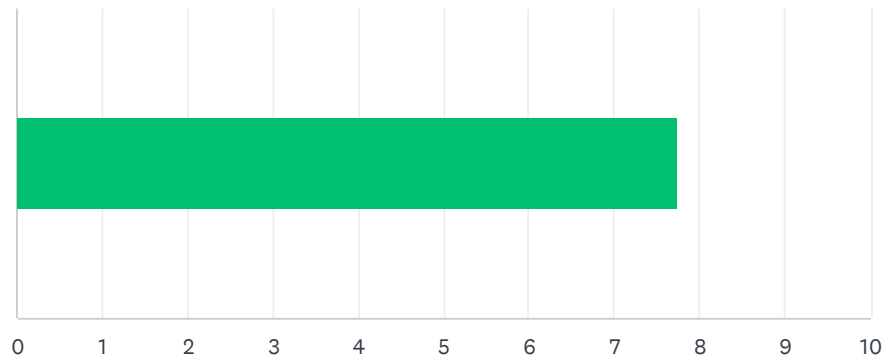
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Salt Lake County CJAC Assessment Survey

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Q6 Jail Capacity and the Accountability/Community Correction Center:
 Addressing the long-standing need to expand county jail capacity, including the development of a community accountability center that pairs expanded infrastructure with enhanced behavioral health programming and step-down pathways to the community.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	147	19
Total Respondents: 19			

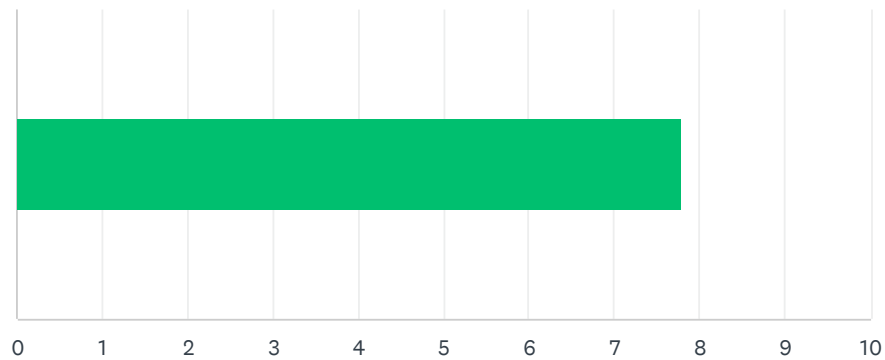
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Salt Lake County CJAC Assessment Survey

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Q7 Behavioral Health and Mental Health Diversion / Leifman Initiative:
Moving from planning to active implementation of diversion systems — including the sequential intercepts model, crisis response infrastructure, mental health courts, and expanded treatment capacity — to keep individuals with mental illness and substance use disorders out of incarceration and connected to appropriate care.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	148	19
Total Respondents: 19			

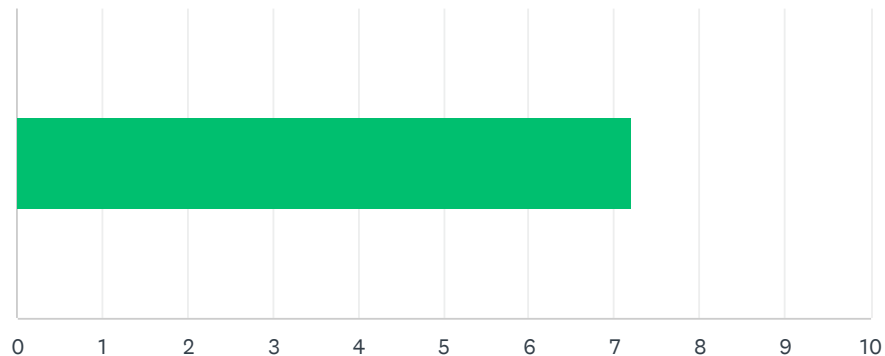
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18	10	4/13/2026 3:16 PM
19	8	4/13/2026 3:01 PM

Q8 Juvenile Justice and Youth Crime Prevention: Strengthening the council's focus on juvenile justice by expanding gang prevention and youth violence intervention programs, improving coordination between schools and courts, addressing runaway youth, and sustaining community-based prevention programming.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	137	19
Total Respondents: 19			

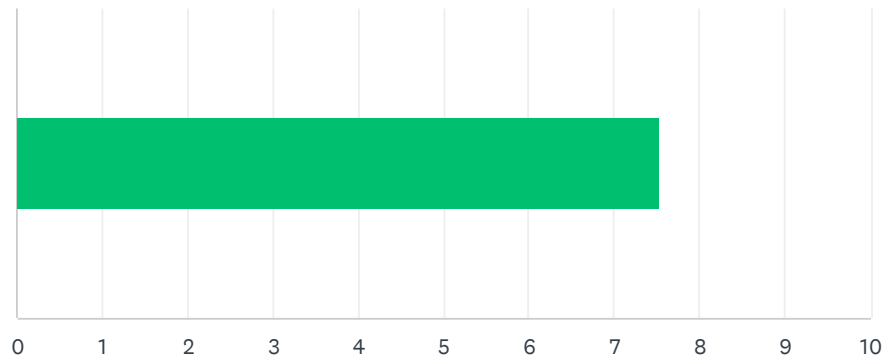
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Salt Lake County CJAC Assessment Survey

17	6	4/13/2026 3:27 PM
18	8	4/13/2026 3:16 PM
19	10	4/13/2026 3:01 PM

Q9 Reentry, Transitional Housing, and Supportive Services: Improving coordination of resources and services for individuals leaving incarceration, including expanding access to transitional and deeply affordable housing, benefits enrollment, and wraparound support to reduce recidivism and repeat justice system involvement.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
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Total Respondents: 19			

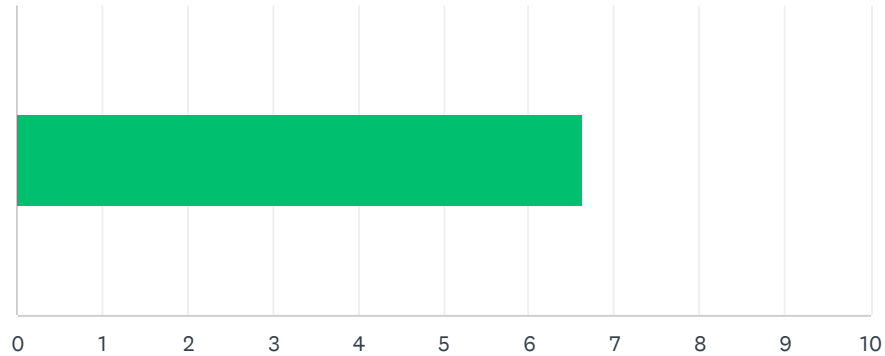
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Salt Lake County CJAC Assessment Survey

17	6	4/13/2026 3:27 PM
18	9	4/13/2026 3:16 PM
19	9	4/13/2026 3:01 PM

Q10 Bail Reform and Pretrial Practices: Advancing reform of bail and pretrial release policies to reduce unnecessary pretrial detention while maintaining public safety, and ensuring that individuals awaiting trial are connected to appropriate supervision and services.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
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Total Respondents: 19			

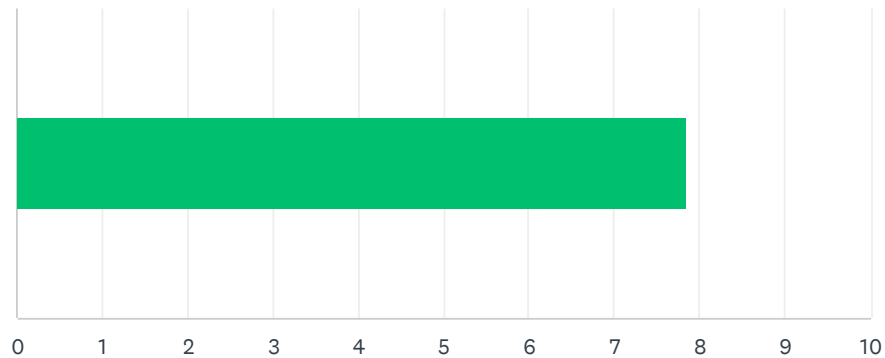
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Salt Lake County CJAC Assessment Survey

18	7	4/13/2026 3:16 PM
19	7	4/13/2026 3:01 PM

Q11 Municipal Court Coordination and High-Utilizer Case Management:
Improving coordination across Salt Lake County's multiple municipal justice courts to more effectively manage individuals cycling through many jurisdictions simultaneously, with an emphasis on intensive case management for high-utilizer populations.

Answered: 19 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	149	19
Total Respondents: 19			

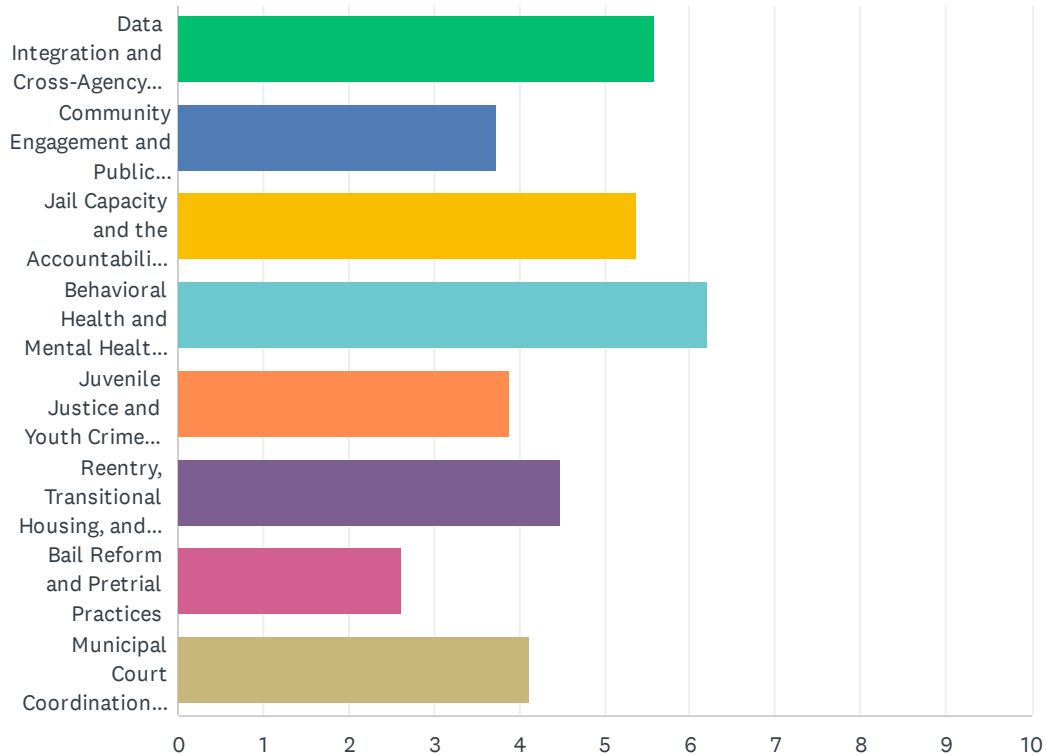
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Salt Lake County CJAC Assessment Survey

17	8	4/13/2026 3:27 PM
18	10	4/13/2026 3:16 PM
19	8	4/13/2026 3:01 PM

Q12 Borrowing those same themes from the questions above, please rank the following priority areas in order of importance to you, with 1 being the most important and 8 being the least important. (Use the arrows on the right or grab and drag the lines on the left to put the items in order.)

Answered: 19 Skipped: 0

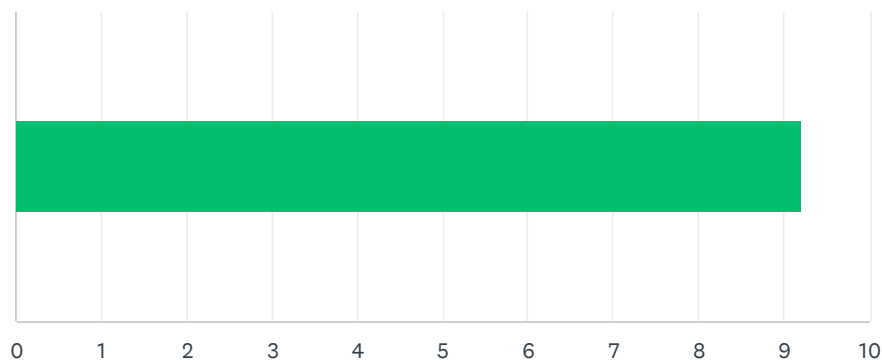


Salt Lake County CJAC Assessment Survey

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Data Integration and Cross-Agency Information Sharing	31.58% 6	15.79% 3	10.53% 2	10.53% 2	5.26% 1	10.53% 2	10.53% 2	5.26% 1	19	5.58
Community Engagement and Public Education	15.79% 3	5.26% 1	5.26% 1	5.26% 1	21.05% 4	0.00% 0	21.05% 4	26.32% 5	19	3.74
Jail Capacity and the Accountability/Community Correction Center	10.53% 2	36.84% 7	15.79% 3	5.26% 1	5.26% 1	5.26% 1	15.79% 3	5.26% 1	19	5.37
Behavioral Health and Mental Health Diversion / Leifman Initiative	21.05% 4	15.79% 3	36.84% 7	15.79% 3	10.53% 2	0.00% 0	0.00% 0	0.00% 0	19	6.21
Juvenile Justice and Youth Crime Prevention	10.53% 2	0.00% 0	5.26% 1	26.32% 5	10.53% 2	21.05% 4	10.53% 2	15.79% 3	19	3.89
Reentry, Transitional Housing, and Supportive Services	5.26% 1	15.79% 3	10.53% 2	10.53% 2	21.05% 4	26.32% 5	5.26% 1	5.26% 1	19	4.47
Bail Reform and Pretrial Practices	0.00% 0	5.26% 1	5.26% 1	5.26% 1	5.26% 1	21.05% 4	26.32% 5	31.58% 6	19	2.63
Municipal Court Coordination and High-Utilizer Case Management	5.26% 1	5.26% 1	10.53% 2	21.05% 4	21.05% 4	15.79% 3	10.53% 2	10.53% 2	19	4.11

Q13 The CJAC focuses on issues that cross multiple agencies.

Answered: 19 Skipped: 0

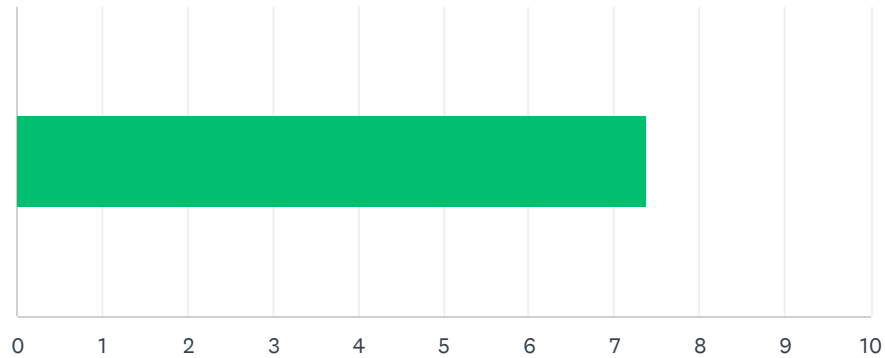


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Total Respondents: 19			

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8	10	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
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Q14 The CJAC helps maximize system resources.

Answered: 19 Skipped: 0

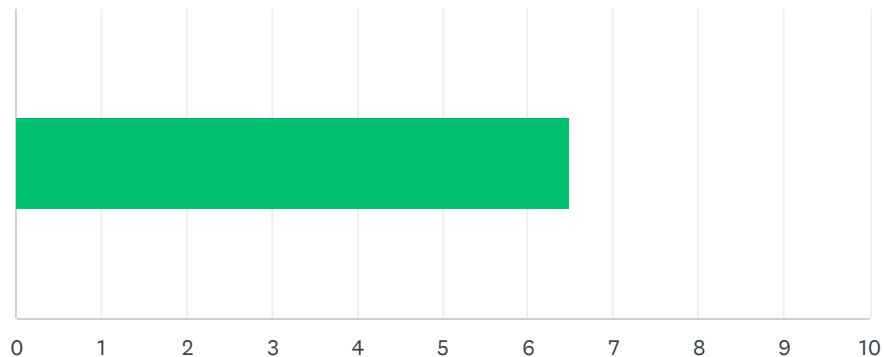


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Total Respondents: 19			

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11	9	4/14/2026 6:35 PM
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Q15 The CJAC helps maximize existing system funding.

Answered: 19 Skipped: 0

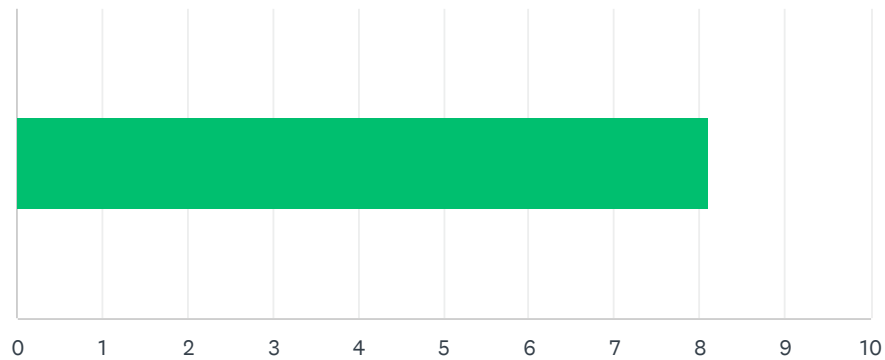


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Total Respondents: 19			

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19	9	4/13/2026 3:03 PM

Q16 The CJAC pursues a system that is fairer, more just, and equitable.

Answered: 19 Skipped: 0

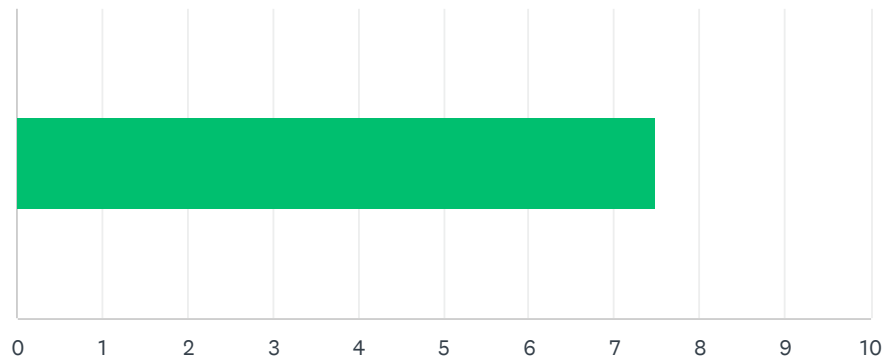


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Total Respondents: 19			

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Q17 The CJAC responds to crises affecting the criminal justice system.

Answered: 19 Skipped: 0

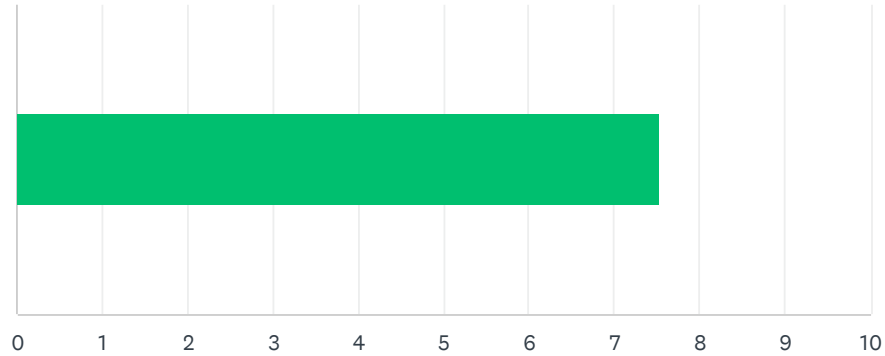


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19	9	4/13/2026 3:03 PM

Q18 The CJAC membership size is appropriate to fulfill the council's mission.

Answered: 19 Skipped: 0

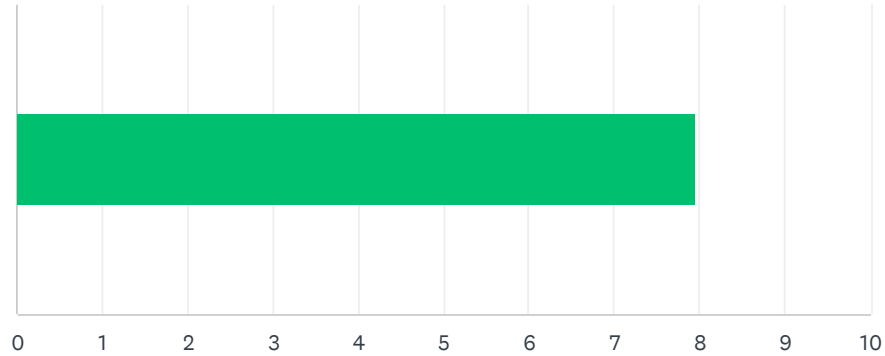


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19	8	4/13/2026 3:03 PM

Q19 CJAC members attend council meetings regularly; use of proxies or delegates is limited.

Answered: 19 Skipped: 0

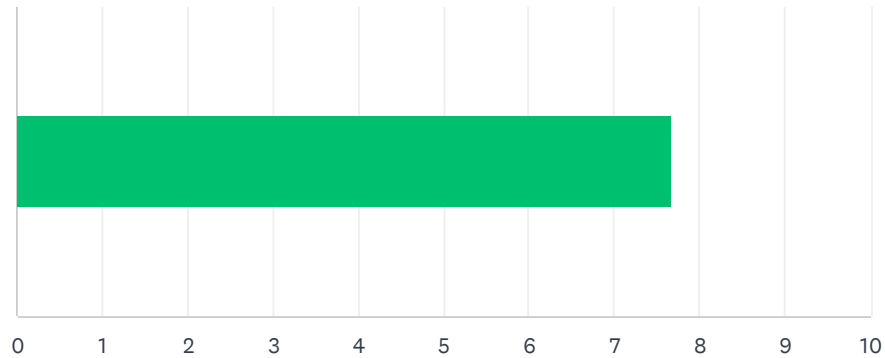


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
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Q20 CJAC members actively participate in council meetings.

Answered: 19 Skipped: 0

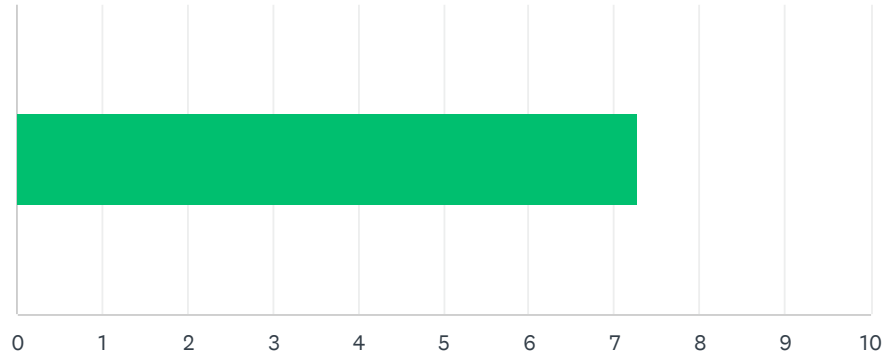


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Q21 The CJAC has a fair and transparent process for selecting the chair and vice-chair.

Answered: 19 Skipped: 0

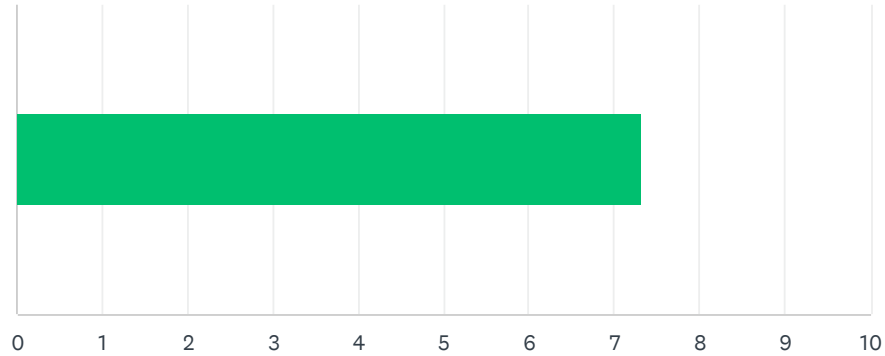


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Total Respondents: 19			

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17	10	4/13/2026 3:31 PM
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19	9	4/13/2026 3:03 PM

Q22 The chair and vice-chair keep the activities and initiatives of the CJAC on track.

Answered: 19 Skipped: 0

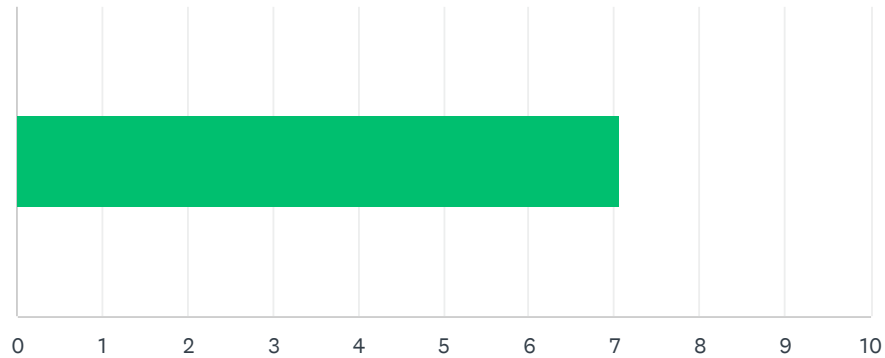


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Total Respondents: 19			

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Q23 The CJAC relies on consensus for decision-making.

Answered: 19 Skipped: 0

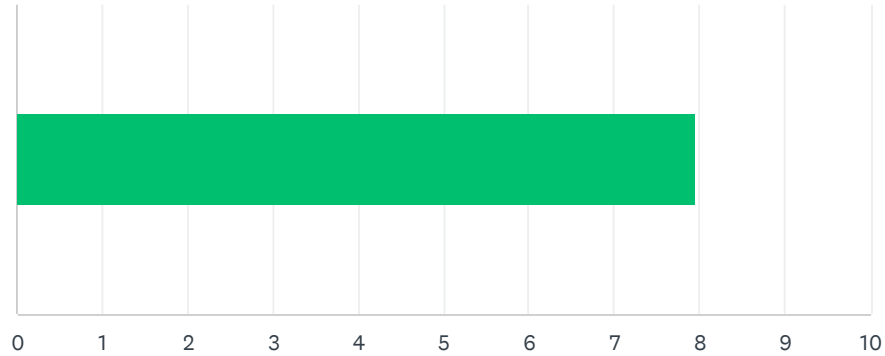


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
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Total Respondents: 19			

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16	7	4/13/2026 3:45 PM
17	5	4/13/2026 3:31 PM
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19	9	4/13/2026 3:03 PM

Q24 The CJAC discusses matters productively and professionally to find common ground and possible solutions.

Answered: 19 Skipped: 0

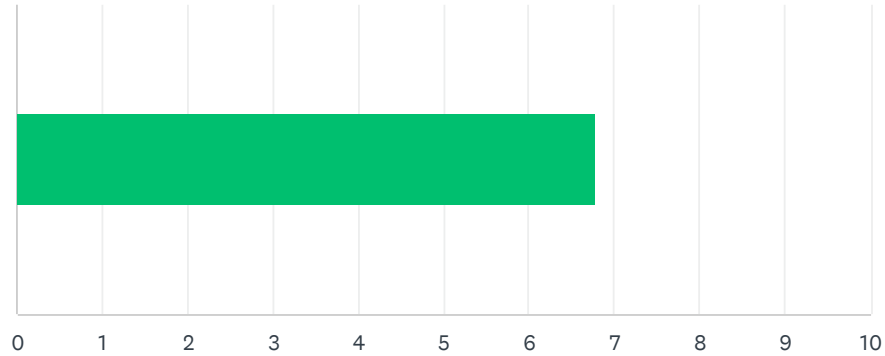


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12	8	4/14/2026 10:32 AM
13	7	4/13/2026 5:36 PM
14	8	4/13/2026 4:38 PM
15	3	4/13/2026 4:07 PM
16	9	4/13/2026 3:45 PM
17	6	4/13/2026 3:31 PM
18	8	4/13/2026 3:20 PM
19	8	4/13/2026 3:03 PM

Q25 The CJAC includes the perspective of underrepresented communities when making decisions.

Answered: 19 Skipped: 0

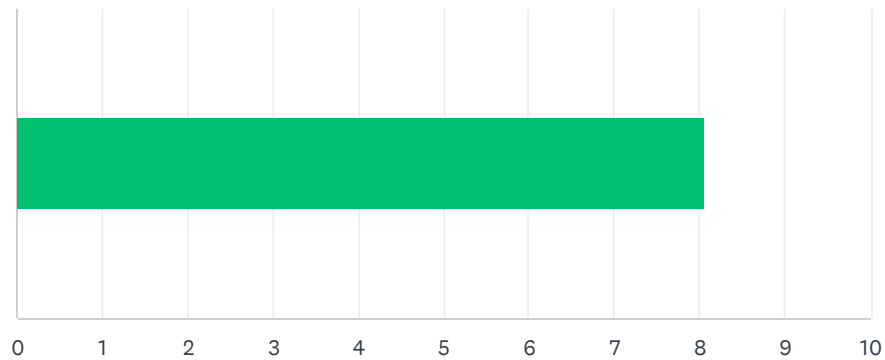


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	129	19
Total Respondents: 19			

#		DATE
1	9	4/25/2026 6:41 PM
2	9	4/24/2026 6:49 PM
3	9	4/24/2026 1:45 PM
4	9	4/24/2026 1:28 PM
5	7	4/24/2026 12:52 PM
6	5	4/22/2026 6:02 PM
7	9	4/22/2026 4:19 PM
8	7	4/22/2026 4:12 PM
9	5	4/22/2026 3:07 PM
10	7	4/22/2026 2:59 PM
11	8	4/14/2026 6:35 PM
12	7	4/14/2026 10:32 AM
13	1	4/13/2026 5:36 PM
14	4	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	4	4/13/2026 3:31 PM
18	8	4/13/2026 3:20 PM
19	8	4/13/2026 3:03 PM

Q26 The CJAC meetings are well organized.

Answered: 19 Skipped: 0

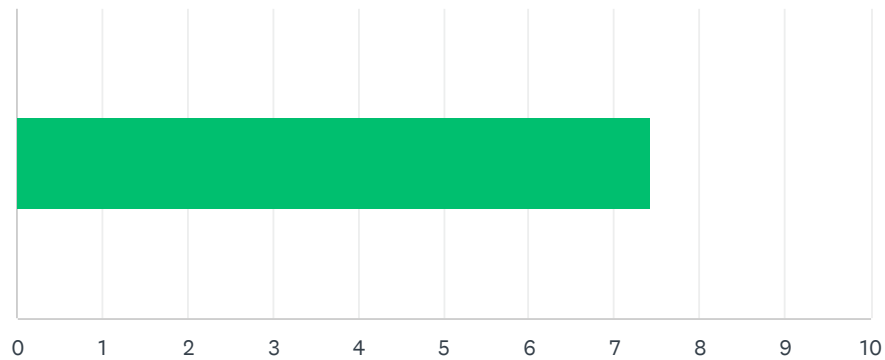


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	153	19
Total Respondents: 19			

#		DATE
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2	9	4/24/2026 6:49 PM
3	10	4/24/2026 1:45 PM
4	10	4/24/2026 1:28 PM
5	7	4/24/2026 12:52 PM
6	8	4/22/2026 6:02 PM
7	8	4/22/2026 4:19 PM
8	9	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	5	4/22/2026 2:59 PM
11	9	4/14/2026 6:35 PM
12	9	4/14/2026 10:32 AM
13	2	4/13/2026 5:36 PM
14	8	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	9	4/13/2026 3:31 PM
18	9	4/13/2026 3:20 PM
19	9	4/13/2026 3:03 PM

Q27 The CJAC meetings are productive.

Answered: 19 Skipped: 0

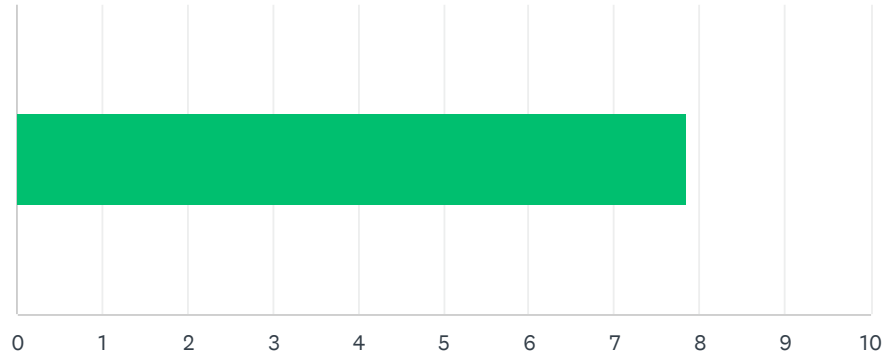


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	141	19
Total Respondents: 19			

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3	10	4/24/2026 1:45 PM
4	10	4/24/2026 1:28 PM
5	9	4/24/2026 12:52 PM
6	5	4/22/2026 6:02 PM
7	7	4/22/2026 4:19 PM
8	8	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	5	4/22/2026 2:59 PM
11	9	4/14/2026 6:35 PM
12	9	4/14/2026 10:32 AM
13	1	4/13/2026 5:36 PM
14	7	4/13/2026 4:38 PM
15	3	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	6	4/13/2026 3:31 PM
18	9	4/13/2026 3:20 PM
19	9	4/13/2026 3:03 PM

Q28 The CJAC uses committees and workgroups effectively to advance the work of the council.

Answered: 19 Skipped: 0

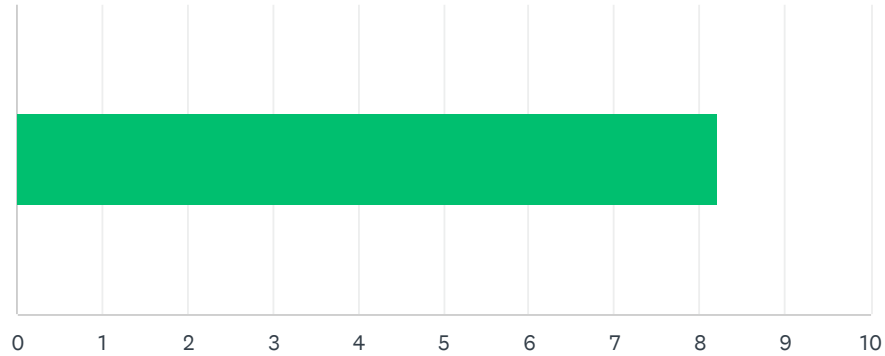


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	149	19
Total Respondents: 19			

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3	10	4/24/2026 1:45 PM
4	10	4/24/2026 1:28 PM
5	8	4/24/2026 12:52 PM
6	6	4/22/2026 6:02 PM
7	8	4/22/2026 4:19 PM
8	8	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	5	4/22/2026 2:59 PM
11	9	4/14/2026 6:35 PM
12	9	4/14/2026 10:32 AM
13	1	4/13/2026 5:36 PM
14	8	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	9	4/13/2026 3:31 PM
18	9	4/13/2026 3:20 PM
19	10	4/13/2026 3:03 PM

Q29 The committees and workgroups routinely update the CJAC on their progress.

Answered: 19 Skipped: 0

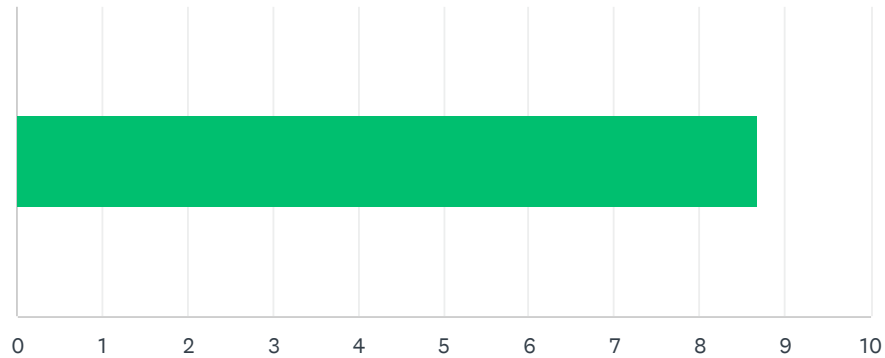


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	156	19
Total Respondents: 19			

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3	10	4/24/2026 1:45 PM
4	9	4/24/2026 1:28 PM
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6	6	4/22/2026 6:02 PM
7	10	4/22/2026 4:19 PM
8	9	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	8	4/22/2026 2:59 PM
11	9	4/14/2026 6:35 PM
12	9	4/14/2026 10:32 AM
13	7	4/13/2026 5:36 PM
14	8	4/13/2026 4:38 PM
15	4	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	8	4/13/2026 3:31 PM
18	9	4/13/2026 3:20 PM
19	9	4/13/2026 3:03 PM

Q30 The CJAC uses data and research to inform decision-making.

Answered: 19 Skipped: 0

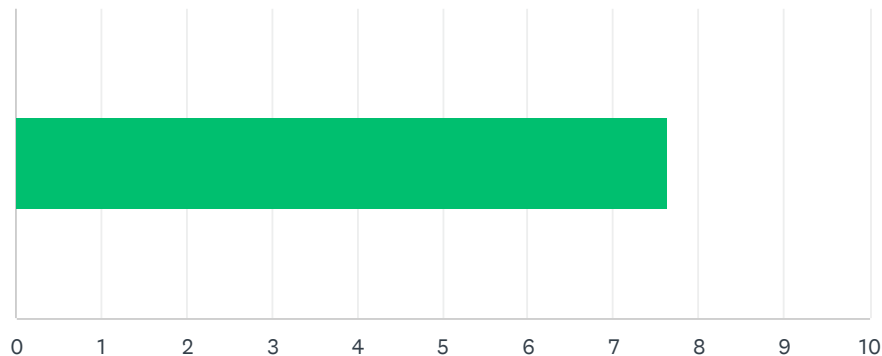


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	9	165	19
Total Respondents: 19			

#		DATE
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2	8	4/24/2026 6:49 PM
3	9	4/24/2026 1:45 PM
4	10	4/24/2026 1:28 PM
5	10	4/24/2026 12:52 PM
6	8	4/22/2026 6:02 PM
7	9	4/22/2026 4:19 PM
8	10	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	7	4/22/2026 2:59 PM
11	10	4/14/2026 6:35 PM
12	8	4/14/2026 10:32 AM
13	7	4/13/2026 5:36 PM
14	9	4/13/2026 4:38 PM
15	6	4/13/2026 4:07 PM
16	9	4/13/2026 3:45 PM
17	9	4/13/2026 3:31 PM
18	9	4/13/2026 3:20 PM
19	9	4/13/2026 3:03 PM

Q31 The CJAC collects and analyzes local data to monitor trends and proactively manage the criminal justice system.

Answered: 19 Skipped: 0

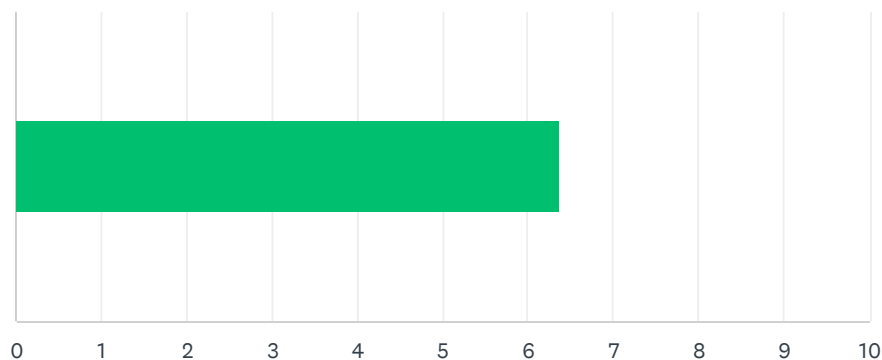


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	145	19
Total Respondents: 19			

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4	10	4/24/2026 1:28 PM
5	10	4/24/2026 12:52 PM
6	6	4/22/2026 6:02 PM
7	9	4/22/2026 4:19 PM
8	9	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	7	4/22/2026 2:59 PM
11	9	4/14/2026 6:35 PM
12	3	4/14/2026 10:32 AM
13	2	4/13/2026 5:36 PM
14	5	4/13/2026 4:38 PM
15	6	4/13/2026 4:07 PM
16	9	4/13/2026 3:45 PM
17	5	4/13/2026 3:31 PM
18	9	4/13/2026 3:20 PM
19	9	4/13/2026 3:03 PM

Q32 The CJAC purposefully engages the community.

Answered: 19 Skipped: 0

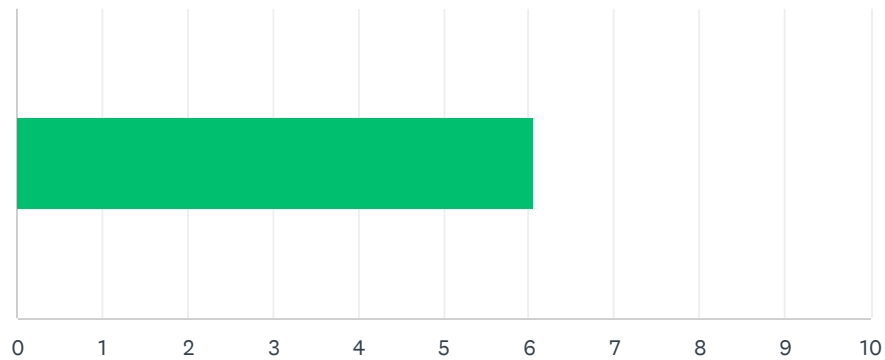


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	121	19
Total Respondents: 19			

#		DATE
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4	10	4/24/2026 1:28 PM
5	7	4/24/2026 12:52 PM
6	5	4/22/2026 6:02 PM
7	7	4/22/2026 4:19 PM
8	7	4/22/2026 4:12 PM
9	5	4/22/2026 3:07 PM
10	7	4/22/2026 2:59 PM
11	7	4/14/2026 6:35 PM
12	3	4/14/2026 10:32 AM
13	1	4/13/2026 5:36 PM
14	4	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	5	4/13/2026 3:31 PM
18	7	4/13/2026 3:20 PM
19	8	4/13/2026 3:03 PM

Q33 The CJAC purposefully includes the community in decision-making.

Answered: 19 Skipped: 0

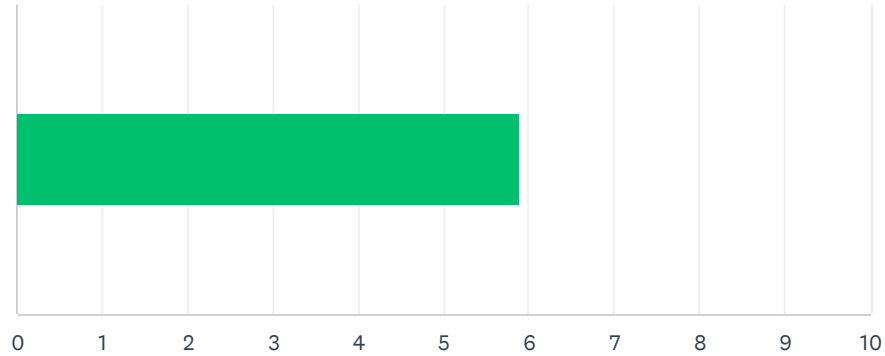


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	115	19
Total Respondents: 19			

#		DATE
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2	5	4/24/2026 6:49 PM
3	8	4/24/2026 1:45 PM
4	10	4/24/2026 1:28 PM
5	6	4/24/2026 12:52 PM
6	5	4/22/2026 6:02 PM
7	8	4/22/2026 4:19 PM
8	7	4/22/2026 4:12 PM
9	5	4/22/2026 3:07 PM
10	4	4/22/2026 2:59 PM
11	7	4/14/2026 6:35 PM
12	5	4/14/2026 10:32 AM
13	1	4/13/2026 5:36 PM
14	4	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	4	4/13/2026 3:31 PM
18	7	4/13/2026 3:20 PM
19	7	4/13/2026 3:03 PM

Q34 The CJAC purposefully informs the community about the work of the council.

Answered: 19 Skipped: 0

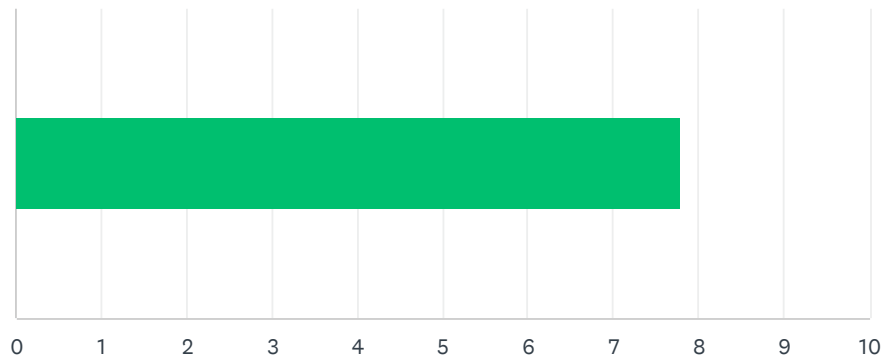


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	112	19
Total Respondents: 19			

#		DATE
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2	5	4/24/2026 6:49 PM
3	9	4/24/2026 1:45 PM
4	10	4/24/2026 1:28 PM
5	6	4/24/2026 12:52 PM
6	5	4/22/2026 6:02 PM
7	8	4/22/2026 4:19 PM
8	5	4/22/2026 4:12 PM
9	5	4/22/2026 3:07 PM
10	4	4/22/2026 2:59 PM
11	7	4/14/2026 6:35 PM
12	3	4/14/2026 10:32 AM
13	1	4/13/2026 5:36 PM
14	4	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	7	4/13/2026 3:45 PM
17	6	4/13/2026 3:31 PM
18	7	4/13/2026 3:20 PM
19	7	4/13/2026 3:03 PM

Q35 The CJAC is properly staffed to support and advance the council's strategic initiatives.

Answered: 19 Skipped: 0

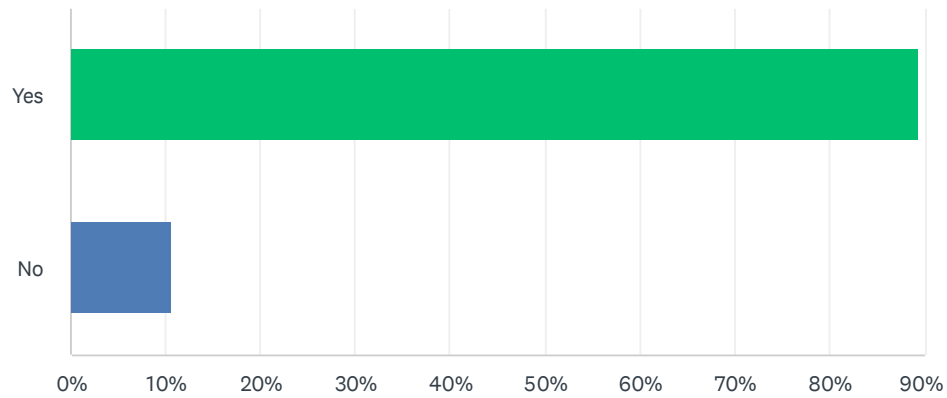


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	148	19
Total Respondents: 19			

#		DATE
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4	7	4/24/2026 1:28 PM
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6	6	4/22/2026 6:02 PM
7	7	4/22/2026 4:19 PM
8	8	4/22/2026 4:12 PM
9	10	4/22/2026 3:07 PM
10	9	4/22/2026 2:59 PM
11	8	4/14/2026 6:35 PM
12	5	4/14/2026 10:32 AM
13	10	4/13/2026 5:36 PM
14	9	4/13/2026 4:38 PM
15	5	4/13/2026 4:07 PM
16	8	4/13/2026 3:45 PM
17	9	4/13/2026 3:31 PM
18	8	4/13/2026 3:20 PM
19	6	4/13/2026 3:03 PM

Q36 Is the current date (day of the month) CJAC meetings suitable?

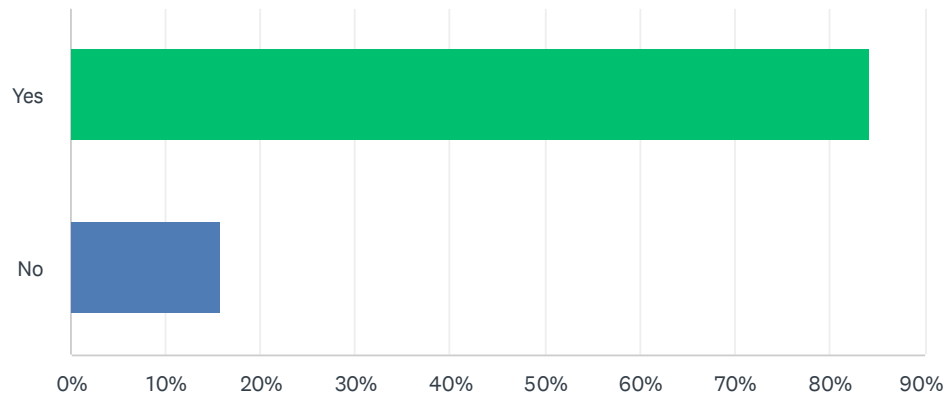
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	89.47%	17
No	10.53%	2
TOTAL		19

Q37 Is the current CJAC meeting time suitable?

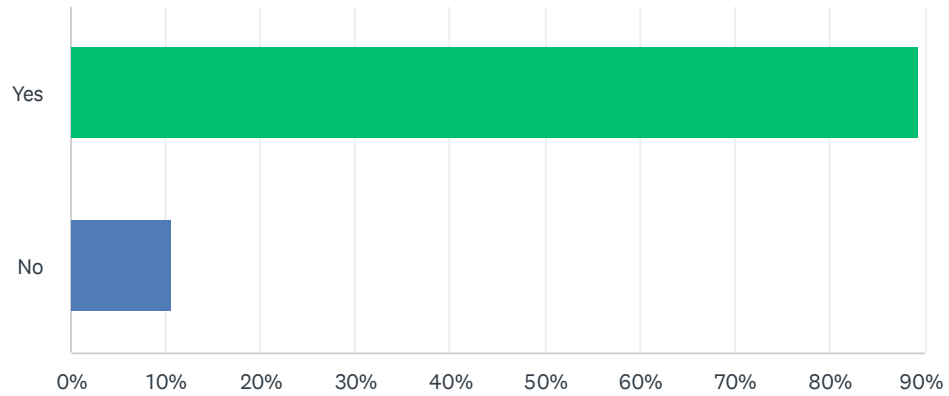
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	84.21%	16
No	15.79%	3
TOTAL		19

Q38 Are meeting materials provided sufficiently ahead of time for meetings?

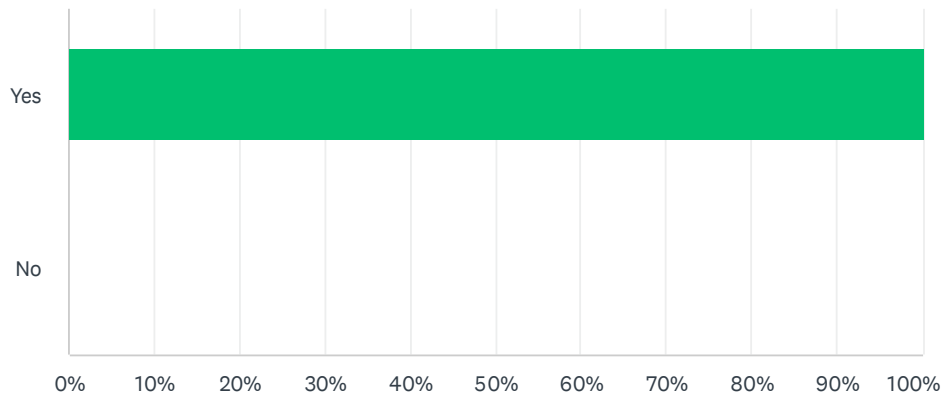
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	89.47%	17
No	10.53%	2
TOTAL		19

Q39 Is the current location for in-person CJAC meetings suitable?

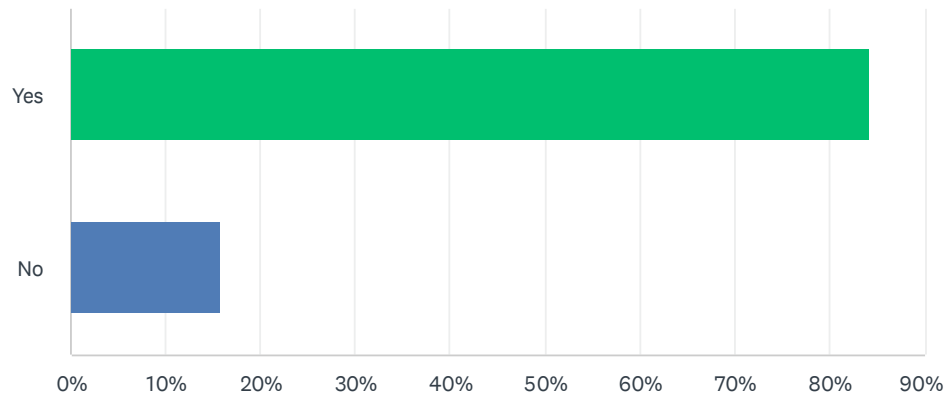
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	19
No	0.00%	0
TOTAL		19

Q40 Does the CJAC meet frequently enough to accomplish its purpose?

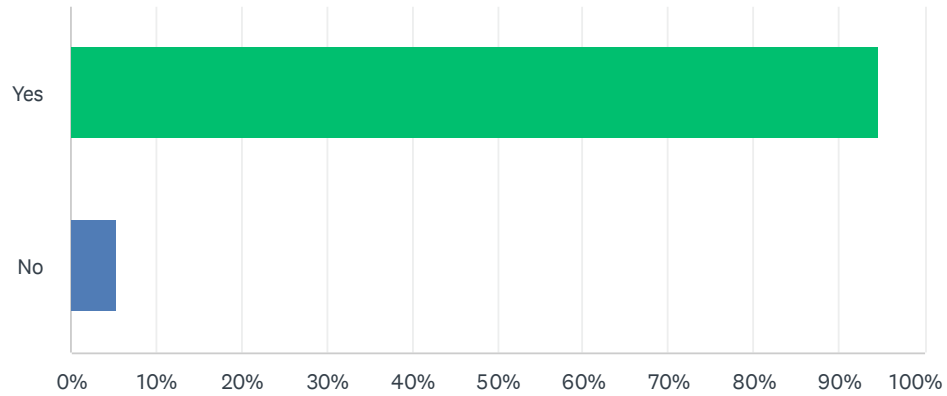
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	84.21%	16
No	15.79%	3
TOTAL		19

Q41 Do the workgroups and committees meet frequently enough to accomplish their stated goal(s)?

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	94.74%	18
No	5.26%	1
TOTAL		19

Q42 Is there anything else you would like to share or expand on about the CJAC? Please use the comment box below for additional comments.

Answered: 5 Skipped: 14

#	RESPONSES	DATE
1	A day other than Wednesday would be better.	4/25/2026 6:42 PM
2	We often go over the time scheduled for the meeting. I would recommend scheduling more time, more frequent meetings, or less ambitious agendas.	4/24/2026 1:18 PM
3	It is helpful to keep the meetings hybrid both for the CJAC itself and the subcommittees.	4/22/2026 3:08 PM
4	CJAC is in a strong position to move from coordination into true system alignment, particularly at the points where individuals transition between agencies. One consistent gap across systems is not a lack of services, but a lack of continuity and ownership once an individual leaves a specific touchpoint. There appears to be an opportunity for CJAC to more clearly define expectations around cross-system handoffs, including who maintains responsibility for follow-up and how engagement is tracked beyond initial contact. Strengthening this layer would likely have a measurable impact on reducing system re-contact and improving overall outcomes. Additionally, as demand continues to outpace the availability of licensed clinicians, there may be value in further exploring how paraprofessional roles can be more formally integrated and standardized across justice and behavioral health settings. These roles are often positioned closest to ongoing engagement and may be an underutilized component of system stability. Finally, continued efforts toward shared metrics across agencies could help ensure that success is being defined consistently, particularly in areas such as engagement, continuity, and reduction in repeat system involvement. Alignment in measurement would support more effective decision-making and resource allocation. Overall, CJAC has a unique ability to influence not just collaboration, but accountability across systems. Continued focus on continuity, workforce expansion, and shared outcomes could significantly strengthen that impact.	4/13/2026 4:20 PM
5	CJAC's mission is "Advancing criminal justice solutions through data, innovation, and partnership." It is inherently an advisory group focused on policy change to improve the criminal justice system. There seems to be a move toward implementation, grant writing to initiate programs (Juv justice; peers in familiar faces court). There is also more conversation (and I see this in the priority list) to move to implementation of recommendations. I think it would be helpful for CJAC and it's partners to level-set on expectations and CJAC role as a number of opportunities, many around the Leifman recommendations, come to the CJAC body and workgroups. The CJAC team is very thoughtful and creative, working to identify its best opportunities for impact. They seek to improve whatever they can with a real upstream focus that I appreciate. They truly care about the work and those that are working to navigate the CJ system. I caution that their capacity may not be sufficient for the broader implementation focus if that is what they determine the next steps to be.	4/13/2026 3:45 PM