



Weber-Morgan Criminal Justice Coordinating Council

2023-2024 Strategic Plan

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Abstract

In response to 2022 Utah legislation, the Weber-Morgan Criminal Justice Coordinating Council (CJCC) was created to provide more effective insight and direction of local criminal justice reform. Herein the Sequential Intercept Model (SIM) has been utilized to map the systems, resources, assets, and services available to the Weber-Morgan criminal justice system. Based on the SIM framework, key resources have been identified to support broad recidivism reduction efforts via reentry support, incarceration diversion, and application of criminogenic risk-need-responsivity research. A blueprint of current CJCC efforts to develop Unified Reporting from all participating CJCC organizations is outlined, which is aimed at measuring current program efforts. Unified Reporting is expected to evolve and draw in grant funding by designing reporting measures to align with evidence-based practices and nationally recognized justice system best practices.

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Introduction

Weber County is comprised 15 cities and towns, and 7 unincorporated areas. It borders Morgan County which is comprised of 1 city, 2 census designated areas, and 9 unincorporated places. Ogden City, the seat of Weber County, serves as a hub for essential government services for both Weber and Morgan counties, such as the Weber-Morgan Health Department. This inter-county relationship extends to the Weber-Morgan Criminal Justice Coordinating Council (CJCC).

The 2022 US Census reported Weber County's estimated population to be 262,561 people, which makes it the fourth most populous county in Utah. Morgan County's estimated population is 12,832, placing it nineteenth out of Utah's 29 counties. A comparison of other US census data is outlined in Table 1, which has been selected secondary to its relevance in funding public services and informing criminal justice policy.

Table 1: Comparative population data via US Census QuickFacts (2017 – 2022) ^{1 2 3}

	Weber County	Morgan County	State of Utah
Total population	269,561	12,832	3,380,800
Total housing units	100,984	3,974	1,228,746
Median housing unit value	\$282,800	\$453,900	\$339,700
Median household income	\$74,345	\$112,721	\$79,133
Employment rate	68.7%	64.0%	68.9%
Bachelor's degree or higher	26.3%	39.7%	35.4%
Total employer establishments	6,088	342	90,301
Without health care coverage	10.7%	7.2%	8.2%
Persons in poverty	9.3%	4.5%	8.2%
Households with broadband	92.1%	93.8%	90.8%

In comparing Weber and Morgan counties with statewide data, notable differences in median household income, median housing unit value, and poverty rates are undercut by volume metrics such as total housing units and total employer establishments; all of which directly impact taxable revenue for criminal justice services. In effect, Weber and Morgan counties share an imperative to maximize limited resources by minimizing waste and maximizing collaboration. To meet this challenge, the Weber-Morgan CJCC leans into the pragmatic spirit of the West, emphasizing community and collaboration in our Mission Statement:

“The Weber-Morgan CJCC seeks to enhance public health and community safety through collaboration and data-driven action.”

Key Resources for Action

In executing our Mission Statement, two unique county resources—the Community Reentry Project and the Weber Public Defender Group—are positioned to provide the legwork to reduce recidivism. Briefly outlined below, these organizations are presently working in concert with all mapped justice system agencies and partners.

¹ Weber County census facts <https://www.census.gov/quickfacts/webercountyutah>

² Morgan County census facts <https://www.census.gov/quickfacts/morgancountyutah>

³ Utah census facts <https://www.census.gov/quickfacts/UT>

Community Reentry Project (CRP). Funded and operated by the Corrections Division of the Weber County Sheriff's Office, the CRP was established in 2019 and is comprised of credentialed civilian staff who work under the Corrections Command. The CRP's purpose is to reduce recidivism by assessing inmate needs and connecting them to vital services that support pro-social reentry into the community. Services range from behavioral and addiction treatment, to support in attaining shelter, nutrition, and employment.

Notably, from an original staff of just one social worker, the CRP attained a Bureau of Justice Assistance grant of \$1.3 million over 3 years, which funding has allowed an expansion of staff to include two social workers, four Reentry coordinators, and two peer-support specialists; all dedicated to pro-social reentry support. In 2021, the CRP launched the Weber County Community Reentry Coalition (WCCRC) which is comprised of community stakeholders with interests in reducing criminal recidivism. Building on those community partnerships, the CRP team holds a weekly Reentry Fair for all justice involved persons, wherein those reentering the community can meet with key resource providers to initiate services.

Approximately 20 community agencies attend the Reentry Fair, which served over 2,200 justice involved persons within the first two years of operation. Beyond directly serving the community, the CRP has provided a model for the Weber-Morgan CJCC to amplify county resources by seeking and implementing grant funding that aligns with our criminal justice aims.

Weber Public Defender Group (WPDG). Launched in 2022, the Weber Public Defender Group (WPDG or Defender Group) provides indigent defense services to justice involved persons in the Second District, Juvenile, and select Justice courts within Weber and Morgan Counties. WPDG's mission is to ensure an individual's rights as provided by the Constitution and Bill of Rights are preserved, and that all justice involved persons receive equal protections under the law. As in any effective criminal defense system, WPDG serves to "watch the watchers" and ensure equal justice for all.

Prior to the formation of WPDG, indigent defense in Weber and Morgan Counties was provided through a contract system. Wherein, private attorneys operating their own law practice were awarded a contract and paid a monthly flat fee. Decades of empirical research has proven such a contract system results in poorer outcomes for clients and higher recidivism rates for the community. In effect, contract defense fuels mass incarceration while increasing fiscal costs⁴.

In committing to address public safety more effectively, the Weber County Commission made the strategic investment of integrating indigent defense within core county services. WPDG is the first full-time, county-based office of its kind in Utah. It is funded by Weber County with assistance grants from the Indigent Defense Commission (IDC), as well as an Interlocal Agreement for services with Morgan County. WPDG is administered by a Director and is structured to include a District and Juvenile Court Division, and a Forensic Social Work Division. At present, there are 16 full-time employees including 11 attorneys, 3 social workers, 1 office manager and 1 legal secretary. The WPDG also employs 13 contract attorneys and 1 contract administrative assistant.

WPDG Forensic Social Work. In April 2023, WPDG created a Forensic Social Work (FSW) Division. In so doing, the Defender Group became a core partner in addressing recidivism within Weber and Morgan Counties⁵. Operating under attorney client privilege, defense-based social workers provide in-house consultation to attorneys regarding defendants with substance use disorders, behavioral disorders, and developmental disorders. With a systems focus and clinical acumen, the FSWD identifies the treatment needs of clients, while also coordinating community services in a manner that minimizes or eliminates duplicative efforts. FSWD caseloads are increasing

⁴ National Public Defense Workload Study https://www.rand.org/pubs/research_reports/RRA2559-1.html

⁵ Holistic Representation https://www.rand.org/pubs/research_briefs/RB10050.html

exponentially; in the first 6 months of operation, the FSWD worked more than 200 cases, seeking to support healthy family systems by connecting clients to intensive treatment and support services for those impacted by psychiatric illness, substance use disorders, and developmental disabilities.

Driven to Reduce Recidivism: Evidence Based Practice

Leveraging existing community resources, the Weber-Morgan CJCC is committed to reducing recidivism by utilizing evidence-based guidelines from well-established sources including SAMSHA⁶, All Rise⁷, the American Society of Addiction Medicine (ASAM)⁸, and the US Department of Justice⁹. To that end, this strategic report seeks to implement the Sequential Intercept Model (SIM) and the Risk-Need-Responsivity model (RNR), both of which have decades of research outcomes and are internationally utilized to develop effective criminal justice policy.

An overview of SIM mapping and its application is covered within the Criminal Justice Service Mapping section of this report. The RNR model, meanwhile, must be understood so that limited criminal justice resources can be invested where the most difference can be made.

Focused on identifying what drives criminal behavior, the RNR model was formalized in 1990 and built upon research that spanned the 20th century. At its core, the RNR model identifies three core principles to be assessed when seeking to rehabilitate justice involved persons:

1. **Criminogenic risk:** calculates a person's risk for future criminal behavior and is utilized to determine what *level of service or oversight* that person should have.
2. **Criminogenic need:** identifies the specific risk factors that can be targeted for treatment, so as to reduce a person's risk of future crime.
3. **Responsivity:** maximizes rehabilitative efforts by addressing barriers that may undermine treatment efforts.

In applying the RNR model, assessment tools¹⁰ such as the Level of Service Inventory-Revised (LSI-R) are used to determine a person's *criminogenic risk* and *criminogenic need*, placing them in categories of 'high,' 'medium,' or 'low.' Importantly, when the courts respond too harshly, such as retributive jail time, a low-risk person's criminogenic risk is prone to increase; especially when low-risk persons are batched with high-risk persons, or when over-prescriptive court demands interrupt a person's pro-social factors, such as stable employment or family relationships. Thus, to ensure cost effectiveness and to avoid *increasing* recidivism risk, court sentencing and sanctions must be appropriately dosed. Ignoring this research risks creating a self-defeating justice system.

Notably, the RNR model is already utilized within Utah's criminal justice system, as in the case of Pre-Sentence Reports generated by AP&P. Therefore, the focus of this strategic report is not to implement the RNR model but to ensure it is effectively applied, based on RNR research and best practice standards from All Rise. *Figure 1* provides an overview of effective risk-driven sentencing and intervention.

⁶ Substance Abuse and Mental Health Services Administration, <https://www.samhsa.gov/>

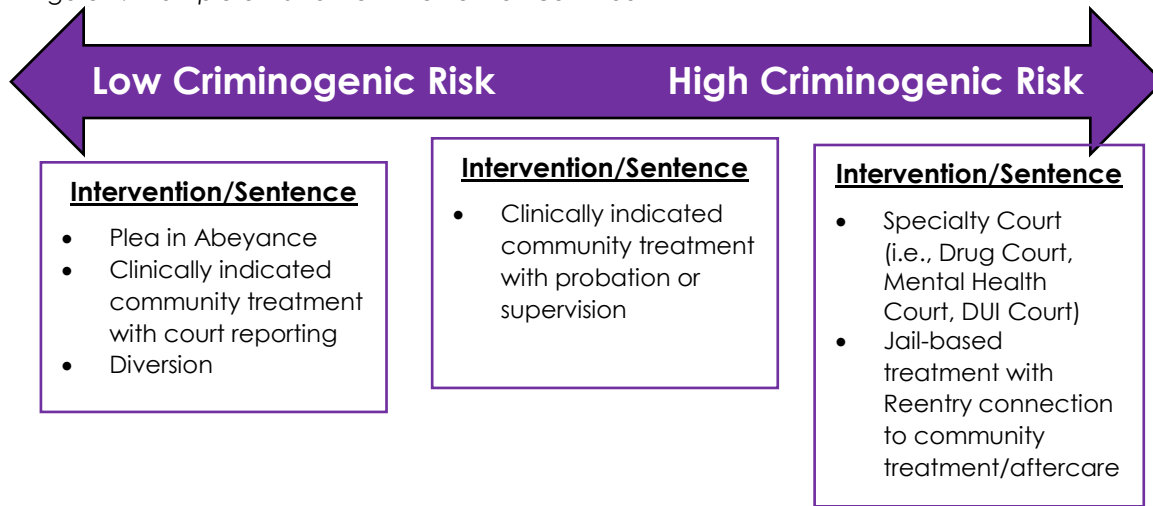
⁷ Formerly known as the National Association of Drug Court Professionals, <https://allrise.org/>

⁸ The American Society of Addiction Medicine, <https://www.asam.org/>

⁹ US Justice Department, including the Office of Justice Programs, <https://www.justice.gov/>

¹⁰ Overview of RNR assessment tools, <https://nicic.gov/resources/nic-library/all-library-items/selecting-and-using-risk-and-need-assessment>

Figure 1: Example of risk-driven Intervention continuum



Key Takeaways: Introduction

The Weber-Morgan CJCC Strategic Plan focuses on identifying and advocating for criminal justice solutions that are evidence-based and guided by three key observations:

1. Collaboration across county agencies enhances our ability to identify, pursue, and implement grant funded opportunities to improve justice system outcomes.
2. Defense-based social work, operating within attorney-client privilege, allows for greater clinical evaluation of justice-involved persons while also supporting heightened coordination of community resources.
3. Reducing recidivism requires identifying and addressing treatment needs for substance use and behavioral disorders, while appropriately dosing interventions based on criminogenic risk.

Criminal Justice Service Mapping

In compliance with statutory requirements, this report contains a mapping of all systems, resources, assets, and services within the counties criminal justice system.¹¹ To maximize the actionable application of this information, these items have been mapped utilizing the framework outlined in the Sequential Intercept Model (SIM) as outlined by SAMHSA.¹² Herein, resources are mapped along a series of criminal justice “intercepts” which allows the Weber-Morgan CJCC to accomplish three key goals:

1. Enhance collaboration across agencies.
2. Identify and address resource gaps.
3. Advance evidence-based practices at targeted points within the criminal justice system.

Notably, it is anticipated that accomplishing these three goals may not only increase public safety through reductions in criminal recidivism, but that per-capita costs to provision these services may materialize savings within the County budget.

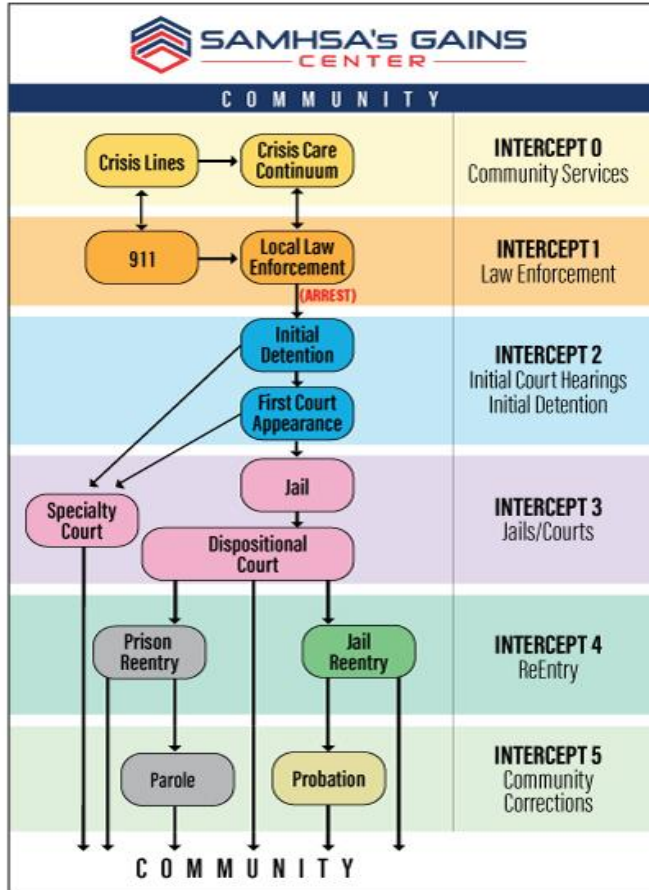
¹¹ Utah Statute governing CJCC creation, <https://le.utah.gov/xcode/Title17/Chapter55/17-55-S201.html>

¹² SIM overview and application guide by SAMHSA, <https://www.samhsa.gov/criminal-juvenile-justice/sim-overview>

Sequential Intercept Model (SIM) Framework

The Sequential Intercept Model (SIM) was developed in at the turn of the millennium with a specific focus on interactions between the criminal justice system and individuals with behavioral health needs, such as Substance Use Disorder (SUD) and Severe and Persistent Mental Illness (SPMI)¹³.

Figure 2: The SIM Model



Acknowledging the ballooning costs of mass incarceration¹⁴ as well as the misuse of the criminal justice system to manage the treatment needs of these individuals¹⁵, the SIM model empowers communities to more effectively utilize resources to address the needs of these individuals across all “intercept points” of the criminal justice system. Figure 2 provides an overview of these intercepts.

Intercept 0: Community Services

The Community Services Intercept exists outside the strict context of the justice system but entails resources that are of particular help to individuals with mental and substance use disorders. Intercept 0 services enable diversion to treatment before an arrest takes place and may be accessed by the general public or in a law enforcement-friendly capacity.

Unsheltered Needs. For individuals experiencing crises secondary to a lack of stable housing and affiliated needs, the following resources have been identified:

- **Lantern House:** shelter for all individuals facing long or short-term homelessness.
- **Ogden Rescue Mission:** unsheltered support services including meals, clothing and hygiene assistance.
- **Youth Futures:** shelter and supportive services for at-risk youth.
- **Catholic Community Services of Northern Utah:** food and clothing assistance to unsheltered individuals and those facing poverty.
- **Homeless Veterans Fellowship (HVF):** transitional housing and support services for veterans facing homelessness.

¹³ Psychiatric Illness and Criminality (2023), <https://www.ncbi.nlm.nih.gov/books/NBK537064/>

¹⁴ PBS News Hour, <https://www.pbs.org/newshour/economy/the-u-s-spends-billions-to-lock-people-up-but-very-little-to-help-them-once-theyre-released#:~:text=The%20U.S.%20spends%20%2481%20billion,families%20is%20roughly%20%24182%20billion.>

¹⁵ SPMI & CJ System (2011), <https://journals.sagepub.com/doi/abs/10.1177/0032885511415226?journalCode=tjpd>

Crisis Intervention and Evaluation. If an individual is exhibiting acute psychotic behavior, or other acute psychiatric distress including suicidal and/or violence ideation, the following resources have been identified:

- **Weber Human Services, Mobile Crisis Outreach (MCOT):** a team of licensed professionals who may be dispatched into the community to provide crisis intervention, evaluation, and referral to other services.
- **McKay-Dee Access Center:** 23-hour facility staffed by licensed professionals to provide crisis intervention and observation services.
- **Ogden Regional Tele-crisis:** full-service emergency department with licensed professionals to provide evaluation and disposition.
- **Suicide and Crisis Helpline (988):** Telephonic support by licensed professionals for individuals experiencing suicidal ideation.

Drug and Alcohol Detox. For individuals facing acute withdrawal and detox needs, the following services have been identified:

- **Ogden Regional Alcohol and Chemical Treatment (ACT):** full-service hospital program aimed at detox needs and relevant step-down care.
- **McKay-Dee Hospital, Emergency Department:** full-service emergency department to evaluate and address detox needs.

Intercept 1: Law Enforcement

The Law Enforcement Intercept represents the initial interaction of an individual with the criminal justice system. It is at this intercept that an arrest may occur. Importantly, this intercept also represents the first structured opportunity for diversion to occur, depending on the training and directives of responding police officers.

Weber County Sheriff's Office. The Sheriff's Office represents the single largest law enforcement agency in the county. It provides contracted patrol and enforcement services to multiple municipalities including Farr West, Hooper, Huntsville, Marriott-Slaterville, Plain City, Uintah, Washington Terrace, and West Haven. Additionally, all unincorporated areas of Weber County contract with the Sheriff's Office, the geographic catchment of which is considerable and includes Eden, Liberty, Nordic Valley, Reese, Taylor, Warren, and West Weber¹⁶. Additionally, the Sheriff's Office provides bailiff services for Utah Second District Court and various Justice Courts across the county, and operates the Weber County Correctional Facility.

The Sheriff's Office supports the specified municipalities and county-at-large with a cadre of specialty operations including a K-9 unit for narcotics detection and patrol apprehension, a School Resource Unit of nine officers serving Weber School District, a Motor Squad, Marine Patrol, SWAT, Search & Rescue, and Traffic Enforcement units to provide broad public safety measures, and a victim advocate.

The Investigations and Support Bureau of the Sheriff's Office includes a crime scene investigations (CSI) unit and the Weber-Morgan Homicide Task Force. The CSI unit operates under an Executive Advisory Board and serves 15 municipalities, in addition to providing federal and state support upon request. The Weber-Morgan Homicide Task Force operates under the command of investigators from the Weber County Attorney's Office and supports investigations of all suspicious deaths, officer involved shootings, and in-custody deaths.

¹⁶ Weber County Sheriff's Office information, <https://www.webercountyutah.gov/sheriff/>

Morgan County Sheriff's Office. Morgan County's Sheriff's Office is the primary law enforcement agency in Morgan County. It consists of 16 full-time deputies, 2 part-time bailiffs for Morgan County Justice Court, and 2 support staff. They patrol the 611 square miles of Morgan County, which includes Morgan City, the census-designated places of Enterprise and Mountain Green, and unincorporated places inclusive of Crydon, Littleton, Milton, Peterson, Porterville, Richville, Stoddard, Taggarts, and Whites Crossing. As Morgan County does not have its own confinement facility, apprehended persons are booked at the Weber County Correctional Facility.

Harrisville Police Department. Harrisville PD serves the 7,004 residents of the 2.7 square mile city of Harrisville via patrol and enforcement, in addition to participating in the Ogden Metro SWAT Team and other multi-jurisdictional units¹⁷. The Harrisville PD Policy Manual is publicly available on the city website.

North Ogden Police Department. North Ogden PD serves the 20,916 residents of the 6.5 square mile city. They operate with approximately 25 staff which include a command structure and administrative support staff, a cadre of patrol officers, a K9 handler/officer, a school resource officer, community service officers, a victim advocate, and multiple detectives¹⁸.

Ogden Police Department. Ogden PD serves the 87,321 residents of the 26.6 square mile city of Ogden. Their structure includes specific divisions including Animal Services, Crime Prevention, Community Policing, a Crime Reduction Unit, a Gang Unit, Investigations, K-9 unit focused on both apprehension and narcotics detection, Patrol, Special Events, Traffic, and Training. They participate in the Ogden Metro SWAT Team and the Weber Morgan Narcotics Strike Force and other multi-jurisdictional units¹⁹. Additionally, Ogden PD has a full-time victim advocate and team of homeless outreach advocates.

Pleasant View Police Department. Pleasant View PD serves the 11,083 residents of the 6.7 square mile city of Pleasant View. They are structured into two divisions: Patrol and Investigations. Command structure includes a Chief and two Sergeants who supervise 10 full-time officers and 4 part-time officers. Specific duties include a School Resource Officer, a K9 unit, an animal services officer, and bailiff support for the municipal Justice Court²⁰.

Riverdale Police Department. Riverdale PD serves the 9,343 residents of the 4.4 square mile city of Riverdale. They are comprised of 19 sworn officers and 3 civilian staff. They emphasize a community policing model, dividing the city into two precincts and working with residents, business owners, and neighborhood watch groups. They participate in the Ogden Metro SWAT Team and other multi-jurisdictional units²¹.

Roy Police Department. Roy PD serves the 39,306 residents of the 19.7 square mile city of Roy. They are structured into a Patrol Division, Investigations Division, and Special Functions Section which includes 3 School Resource Officers which doubles as an investigations contingent for all gang-related crime. The Patrol Division includes a Captain Commander, 5 sergeants, 18 officers, and a K9 officer. Investigations is composed of a Detective Sergeant, 5 Detectives, a Strike Force agent, an Evidence Custodian officer, and 3 civilian staff members. They further note contracting services to the Weber County CSI Unit and participate in the Ogden Metro SWAT Team and other multi-jurisdictional units²². Additionally, Roy PD has a full-time Victim Advocate.

¹⁷ Harrisville Police Department information, <https://www.cityofharrisville.com/>

¹⁸ North Ogden Police Department information, <https://www.northogdencity.com/>

¹⁹ Ogden City Police Department information, <https://ogdencity.com/>

²⁰ Pleasant View Police Department information, <https://www.pleasantviewcity.com/>

²¹ Riverdale Police Department information, <https://www.riverdalecity.com/>

²² Roy Police Department information, <https://www.royutah.org/>

South Ogden Police Department. South Ogden PD serves the 17,488 residents of the 3.7 square mile city of South Ogden. They are structured around a Patrol Division and an Investigation Division, with a department leadership structure of a Chief and two Lieutenants. They participate in the Ogden Metro SWAT Team and other multi-jurisdictional units²³.

Ogden Metro SWAT Team. Provides tactical response support to all law enforcement agencies within Weber and Morgan Counties, with public data indicating “about two callouts per month.”²⁴ The unit is comprised of individuals from various law enforcement agencies within Weber County and entails command, two tactical squads, a marksmen squad, medical staff, crisis negotiators, and technical support personnel.

Weber Area 911 and Emergency Services District. Designated as a special district and operating under a separate taxing entity, the Weber Area 911 and Emergency Services District operates as the sole and unified dispatch entity to 28 Police and Fire agencies in the Weber-Morgan area.

Weber-Morgan Narcotics Task Force. The Weber-Morgan Narcotics Task Force is a multi-jurisdictional task force aimed at interdicting illegal drugs within Weber and Morgan counties.

Weber State University (WSU) Police Department. Responsible for the safety and security of all WSU students, faculty, staff, and property, the WSU PD has a patrol division operating 24/7. Additionally, they have an investigations division to support their mission.

Statewide Agencies Operating in Weber-Morgan Counties. Two State-wide agencies—the Utah Highway Patrol, and Utah Transit Authority—maintain regular operations in Weber and Morgan counties.

Utah Highway Patrol (UHP). UHP is a division of the Utah Department of Public Safety. Weber and Morgan counties are covered by UHP Section 2. Their operations are guided by 10 “areas of emphasis” which include public service, impaired drivers, occupant restraint usage, safety education, local law enforcement support, criminal interdiction, human resource development, community policing, commercial vehicle safety, and accident investigation and reconstruction.

Utah Transit Authority (UTA) Police. UTA Police are charged with maintaining peace and order for those utilizing UTA services. The UTA Alpha Unit covers all UTA operations north of North Salt Lake. Their primary duties include patrol, fare inspectors, and K9 Operations.

Victim Advocacy. As noted above, various law enforcement agencies house victim advocate services, each operating under the broad guidance of Utah Criminal Code 77-31, 77-38, and 77-38a²⁵; all of which pertains to victim's rights. The largest unit of victim advocates is housed within the Weber County Attorney's Office, wherein 6 advocates work on all District, Justice, and Juvenile Court cases under prosecution by the Criminal Division of the Weber County Attorney's Office. Notably, reductions in VOCA grant funding from the Department of Justice have placed the funding of these victim's advocates fully upon Weber County.

To enhance advocacy efforts, victim advocates across all Weber County agencies meet quarterly. While victim advocates from each agency may operate under differing guidelines, an emphasis is made to connect with crime victims within 48 hours of the commission of a crime. Advocates may provide direct support throughout adjudication, functioning as a liaison between the victims and prosecuting attorneys. Advocates also connect crime victims to relevant resources, such as counseling, funeral funding in the event of homicide, coordination with

²³ South Ogden Police Department information, <https://www.southogdencity.com/>

²⁴ SWAT information, <http://www.webercountyutah.gov/sheriff/enforcement/swat.php>

²⁵ Utah Office for Victims of Crime, <https://crimevictim.utah.gov/>

domestic violence shelters, and more. Funding for referred services, such as counseling secondary to violent crime, comes from a variety of sources including the Utah Office for Victims of Crime or through private insurance billing.

Key community partners in victim advocacy include:

- Odyssey House
- Utah Coalition Against Sexual Assault
- Utah Domestic Violence Coalition
- Utah Legal Services
- Utah Office for Victims of Crime
- YCC Family Crisis Center

Intercept 2: Initial Detention

Research has well established that incarceration increases risk of future criminal behavior for justice involved persons²⁶. In addition to disrupting the pro-social behavior and pro-social relationships of justice involved persons, incarceration also creates economic and relational harm to family systems²⁷. Notably, these detrimental impacts are even greater for individuals with behavioral and substance use disorders (cite/SAMSHA). Because of this, minimizing pre-adjudication jail time and connecting individuals to clinically indicated community-based treatment is a primary focus the Weber CJCC strategic plan.

Specific mapping of Intercept 2 entails an individual's arrest, detention, and initial court hearing, all of which hinges upon the decision of pretrial services to either release or retain the arrestee in jail.

Weber County Correctional Facilities (WCCF). At present 2 separate jails operated by the Weber County Sheriff's Office. Medical services, including psychotropic prescribing, are contracted to VitalCore Health Strategies, which is headquartered in Topeka, Kansas. Behavioral contracted to a local company, Alpha Counseling. Jail specific information is outlined below.

WCCF 12th Street. Opened in the summer of 2000 and operating as the primary jail, WCCF 12th Street contains 888 beds and receives all bookings. It includes on-site laundry and meal prep for all detainees, which services are operated by inmate trustees. Primary medical and prescribing services are contracted through VitalCore Health Strategies, which maintains licensed medical personnel onsite. Behavioral treatment services are contracted through Alpha Counseling. WCCF 12th Street also contracts with State and Federal agencies to house State and Federal inmates.

WCCF Kiesel. Originally opened in 1982 and renovated in 1993, the Kiesel facility primarily functions as a post-sentencing and programs-related facility. It also provides pretrial release and monitoring services, day-reporting services, and out-of-custody community service programming.

Pretrial Services. Secondary to Utah's Justice Reinvestment Initiative (JRI), a pretrial services program was integrated into the jail booking process, which is utilized to determine whether or not an arrestee should remain in custody or be released. Once a detainee has been brought to WCCF 12th Street, the probable cause statement and a Public Safety Assessment (PSA) are electronically submitted to an on-call judge to review and decide whether the detainee should remain in custody or be released to one of 6 levels of pretrial supervision. Importantly, these decisions are


²⁶ Criminogenic Effects of Imprisonment (2009), <https://www.ojp.gov/ncjrs/virtual-library/abstracts/imprisonment-criminogenic-comparative-study-recidivism-rates>

²⁷ Incarceration Impacts on Families (2017), <https://nij.ojp.gov/topics/articles/hidden-consequences-impact-incarceration-dependent-children>


made prior to the apprehended person's initial appearance court hearing and before public defense counsel is appointed, which increases the importance of collaboration between WPDG forensic social workers—who maintain clinical knowledge of their clients—and the Weber County Sheriff's Office.

Release conditions are outlined in *Figure 3* and range from a release on one's own recognizance to bi-weekly face-to-face check-in's at one of the jails. A program called Corrections Software Solutions (CSS) is utilized to track pretrial participants, who are required to download the CSS app onto their phone for check-ins and court reminders.

Figure 3: Pretrial release type and conditions matrix



WEBER COUNTY INDIVIDUALIZED DECISION-MAKING FRAMEWORK



RELEASE TYPE	RELEASE CONDITIONS	OPTIONAL CONDITIONS
	Release conditions should be <i>individualized</i> based on the Probable Cause Statement and the PSA risk level (high FTA vs. high NCA).	
ROR	<ul style="list-style-type: none"> Release own recognizance with court reminder notification. 	Urinalysis, if drug-related Cost = \$6 each
PRL 1	<ul style="list-style-type: none"> Monthly phone contact. Court reminder notification. 	Breathalyzer (PBT) Cost - \$2 each* <small>*Positive test results to be verified via Inoxlyzer 8000</small>
PRL 2	<ul style="list-style-type: none"> Once a month face-to-face contact (to be facilitated at Kiesel Facility). Court reminder notification. 	Other
PRL 3	<ul style="list-style-type: none"> Twice per month face-to-face contact (to be facilitated at Kiesel Facility). Court reminder notification. 	
PRL 4	<ul style="list-style-type: none"> Weekly face-to-face contact. Court reminder notification. 	
PRL 5	If statutory requirements are met, detain (Utah Code 77.20.1) if released, maximum conditions recommended and/or monetary bail.	
	<ul style="list-style-type: none"> Weekly Tuesday and Thursday face-to-face contact. Court reminder notification. 	

Courts and Appointment of Counsel

Because pretrial release decisions are rooted in specific court jurisdictions, herein follows a map of all courts, prosecuting attorney offices, and indigent defense counsel. Of note, specialty courts are outlined within Intercept 5 as they are a function of post-adjudication corrections.

Utah Second District Court. Adults facing class A misdemeanor and felony charges in Weber and Morgan counties fall under the jurisdiction of the Utah Second District Court. Presiding Judge Noel S. Hyde and 6 other judges comprise the judiciary in Weber and Morgan counties. Cases specific to Weber County are prosecuted by the Criminal Division of the Weber County Attorney's Office, while Morgan County cases are prosecuted by the Morgan County Attorney and their staff. Indigent defense for both counties is provided by the WPDG. Relevant contact information is as follows:

- **Second District Court:** 801-395-1079; 2525 Grant Avenue, Ogden, Utah 84401.

- **Morgan County Attorney's Office:** 801-845-4006; 48 Young St., Morgan, Utah 84050; Garrett Smith, elected Morgan County Attorney.
- **Weber County Attorney's Office:** 801-399-8377; 2380 Washington Blvd. Suite #230, Ogden, Utah 84401; Chris Allred, elected Weber County Attorney.
- **Weber Public Defender Group (WPDG):** 801-399-8800; 2380 Washington Blvd. Suite #100, Ogden, Utah 84401-external entrance on north of the building; James Retallick, Director.

Utah Second District Juvenile Court. Juveniles facing charges in Weber and Morgan counties fall under the jurisdiction of the Second District Juvenile Court. Judge Debra J. Jensen presides and the balance of the court is composed of 3 other judges. Prosecution and indigent defense remains the same as that of adult cases for Weber and Morgan counties. The Juvenile Court information is as follows:

- **Second District Juvenile Court:** 801-334-4700; 165 20th Street, Ogden, Utah 84401; the main phone number is 801-334-4700.

Justice Courts. Justice courts are established at the will of municipalities, and may operate on a contract basis with adjacent municipalities. Justice courts have authority to address class B and C misdemeanors, as well as infractions—such as speeding tickets—that occur within the specified municipality. Justice Court judges may be appointed by county or municipal leaders and serve for 6 year terms. Indigent defense operates on a contract basis. Contact information for each justice court within Weber and Morgan counties is outlined below; including the prosecuting attorney, the contracted defense attorney, and organizational affiliation according to the Utah State Bar.

- **Farr West Justice Court:** 801-731-4187; 1896 North 1800 West, Farr West, Utah 84404. Prosecutor: Gage Arnold, Davis County Attorney's Office. Contract defender: Rich Gallegos, Attorney at Law, 801-334-7424.
- **Harrisville Justice Court:** 801-782-4100; 363 Independence Blvd., Ogden, Utah 84414; Prosecutor: Brody Flint, Roy City Attorney. Contract defender: Ryan Blake, Law Office of Ryan D. Blake, 385-350-3999.
- **Morgan County Justice Court:** 801-845-4021; 48 West Young Street, Morgan, Utah 84050; Prosecutor: Dean Saunders, Weber County Attorney's Office. Defense services provided by WPDG.
- **North Ogden Justice Court:** 801-737-2203; 515 East 2200 North, North Ogden, Utah 84414. Prosecutor: Branden Miles, Weber County Attorney's Office. Contract defender: Rich Gallegos, Attorney at Law, 801-334-7424.
- **Ogden Justice Court:** 801-629-8560; 310 26th Street, Ogden, Utah 84401. Prosecutor: Gregory Burdett, Ogden City Prosecutor's Office. Contract defender Vincent Stevens, Stevens & Gailey PC, 801-436-5757.
- **Plain City Justice Court:** 801-731-4908; 4160 West 2200 North, Ogden, Utah 84404. Prosecutor: Brandon Richards, Brandon R. Richards Attorney At Law. Contract defender: Zachary Holbrook, Zachary C. Holbrook PC, 801-317-4764.
- **Pleasant View Justice Court:** 801-782-6741; 520 West Elberta Dr., Ogden, Utah 84414. Prosecutor: Gage Arnold, Davis County Attorney's Office. Contract defender Daniel Cragun, Cragun & Berube PC, 801-866-0031.

- **Riverdale Justice Court:** 801-394-9314; 4600 Weber River Dr., Riverdale, Utah 84405. Prosecutor: Letitia Toombs, Weber County Attorney's Office and Teral Tree, Davis County Attorney's Office. Defense services provided by WPDG, 801-399-8685.
- **Roy Justice Court:** 801-774-1051; 5051 South 1900 West, Roy, Utah 84067. Prosecutor: Patrick Tan, Roy City Attorney. Contract defender: Zachary Holbrook, Zachary C. Holbrook PC, 801-317-4764.
- **South Ogden Justice Court:** 801-622-2700; 3950 Adams Ave., #1, Ogden, Utah 84403. Prosecution: Nicholas Caine, Weber County Attorney's Office. Contract defender Gage Crowther, Crowther Law Office PLLC, 801-477-7676.
- **Uintah and Huntsville Justice Court:** 801-479-4130; 2191 East 6550 South, Uintah, Utah 84405. Prosecutor: Branden Miles and Christopher Allred, Weber County Attorney's Office. Contract defender: Anders Christensen, Anders Christensen Attorney At Law, 385-215-9937.
- **Washington Terrace and Marriott-Slaterville Justice Court:** 801-393-8951; 5249 South 400 East, Washington Terrace, Utah 84405. Prosecutor: Branden Miles and Christopher Allred, Weber County Attorney's Office. Contract defender: Vincent Stevens, Stevens & Gailey PC, 801-436-5757.
- **Weber County Justice Court:** 801-774-1051; 5051 South 1900 West, Roy, Utah 84067. Prosecutor: Benjamin Gabbert, Weber County Attorney Office. Defense services provided by WPDG 801-399-8800.

Intercept 3: Jails and Courts

The third SIM intercept pertains specifically to individuals who are held in jail through adjudication and sentencing. Key to this intercept is an effort to prevent the exacerbation of existing substance use and behavioral disorders, which is most effectively accomplished in community treatment services as opposed to incarceration²⁸. This is particularly problematic for individuals whose behavior at arrest was erratic or aggressive secondary to active psychosis, substance intoxication or overdose as in the case of stimulant related overamping²⁹. In such instances, pretrial concerns related to court appearance and public safety may be effectively mitigated by connecting them to residential and community-based treatment programs, immediately after stabilization within the jail. Redressing this gap may not only improve justice system outcomes but may have immediate beneficial budgetary impacts through reduced jail days. To address this opportunity, Defender-Reentry partnership developed an Intercept 3 program known as Coordinated Treatment Release.

Coordinated Treatment Release (CTxR)³⁰

Immediately after launching the Forensic Social Work Division of WPDG, a Defender-Reentry partnership created the opportunity to identify jail inmates who would benefit from release to treatment, *despite a pretrial determination to detain at booking*. Titled the Coordinated Treatment Release (CTxR), the program addresses barriers across multiple systems and *allows for*

²⁸ Incarceration and Drug Problems (2018), <https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2018/03/more-imprisonment-does-not-reduce-state-drug-problems>

²⁹ Stimulant Overdose Qualitative Insights (2022), <https://pubmed.ncbi.nlm.nih.gov/35114520/>

³⁰ Of note, similar programs exist within the Utah County Public Defender Association and Salt Lake Legal Defender Association. Unique to the CTxR program, however, is the efficiency of WPDG being a County entity, as well as the direct collaboration between WPDG and the Sheriff's Office CRP.

inmates to be released directly from the jail to the treatment facility, minimizing the risks that previously ruled out a pretrial release. Addressing barriers is broadly outlined below.

Legal Plausibility and Clinical Indication. The first barrier to address is that of legal plausibility, wherein court cases in which pretrial release or prison diversion is plausible, need to be identified for targeted work. Because the cross-system labor required to address all subsequent barriers is substantial, it is important that cases wherein a non-prison resolution is plausible. Training and participation by defense counsel is essential in addressing legal plausibility. The second barrier is that of clinical indication. Successful treatment is always predicated upon effective assessment, particularly related to the differential diagnosis of substance use disorders, severe and persistent mental illness (SPMI), dual diagnoses, and developmental disorders. Furthermore, matching individuals to an appropriate level of care (e.g., residential versus intensive outpatient) is essential to treatment success. Addressing this barrier requires participation and training from clinical staff (e.g., a defense based LCSW) utilizing evidence-based frameworks, including the ASAM Criteria³¹. Notably, the clinical screening process itself is also helpful in enhancing inmate motivation and commitment to treatment and case resolution.

Funding. The third barrier entails identifying and resolving treatment funding issues. Whereas pretrial incarceration often interrupts prior insurance funding (e.g., via loss of employment), release to treatment is often only possible through Targeted Adult Medicaid (TAM). Engaging with community partners, such as the Utah Health Policy Project³², allows for funding constraints to be addressed and creates buy-in from community-based treatment providers.

The Courts. Only after resolving the initial barriers of legal plausibility, clinical indications, and funding can a reliable treatment-release plan be established; which includes planning for transportation, housing, and pretrial supervision. Once every piece of a CTxR is in place, the remaining barrier is the court system itself. Having furnished the CTxR plan to defense counsel, it must be either stipulated to by prosecution and the court, or a pretrial release hearing must be convened and argued before the Court.

Release Coordination. If the CTxR is granted, continued coordination between the accepting treatment program and the jail is required to ensure the direct-release occurs, which at this juncture, is controlled by the pace of the treatment provider, such as when a residential bed is available. This minimizes the risk of relapse or psychiatric destabilization. Notably, if release is denied, CTxR efforts are not totally lost as the same evidence-based treatment plan may be used in sentencing and may still have positive effects on recidivism, so long as the recommendations are followed by the sentencing court. Lost, however, is the opportunity to minimize the detrimental impacts of jail time as well as the County's fiscal benefits of early release.

County-Based CTxR Partners. Continuing Intercept 3 mapping, below is an overview of the community providers presently utilized in the CTxR program.

Residential SUD Treatment Facilities. Residential facilities entail a full array of treatment services for individuals in need of intensive substance use disorder (SUD) treatment. Herein, approximately 8 hours of treatment per day is administered, including individual psychotherapy, group therapy, psychoeducation classes, and other agency-specific services. Clients live on site in a therapeutic community that provides around the clock support. For a variety of reasons, these facilities are *not* locked but operate on a closed campus basis, wherein leaving the facility is prohibited except under specified parameters.

³¹ ASAM Criteria overview, <https://www.asam.org/asam-criteria/about-the-asam-criteria>

³² Utah Health Policy Project, <https://www.healthpolicyproject.org/>

- **Tranquility Home:** a women's and children's program run by Weber Human Services; accepts Medicaid.
- **Stepping Stones:** a men's program run by Weber Human Services; accepts Medicaid.
- **Brighton Recovery Center:** a private facility that treats men and women; accepts Medicaid.
- **Alcohol Chemical Treatment Center:** treatment for men and women, operated by Mountain Star Healthcare.
- **Weber Recovery Center:** provides substance use disorder treatment for both men and women ages 18 and up, including step-down services to intensive outpatient; accepts Medicaid.

Residential SPMI Treatment Facilities. While ASAM guidelines expect all SUD treatment facilities to be capable of meeting dual diagnosis treatment needs, persons with SPMI diagnoses—such as schizophrenia, schizoaffective disorder, and bipolar I—often require a heightened and prolonged level of care. Unfortunately, only two programs capable of provisioning this extended care are known to exist in the State of Utah; both of which operate in Salt Lake County. That said, WHS operates a SPMI focused program that may be utilized.

- **Crisis Transition Unit (CTU):** A 3-week residential unit operated by Weber Human Services, with the capacity to address SPMI needs; accepts Medicaid.

Home-Based Intensive Treatment Programs. Treatment partners in this category offer partial hospitalization (PHP) and intensive outpatient (IOP) levels of intervention for both substance use and behavioral disorders. This entails between 12 and 24 hours of clinical treatment programming per week, including individual therapy, group therapy, psychoeducation, and other program-specific interventions. Participants live elsewhere in the community and are often able to maintain employment throughout treatment.

- **Action Recovery:** addiction treatment serving men and women with PHP and IOP level programming and an extensive alumni support network, a private provider that accepts Medicaid.
- **Clinical Consultants:** serving men and women, a private provider that accepts Medicaid.
- **Infinite Arches:** serving men and women, a private provider that accepts Medicaid.
- **SUD Intensive Outpatient:** serving men and women, operated by Weber Human Services; accepts Medicaid.
- **Steps Day-Treatment:** serving women and operated by Weber Human Services; accepts Medicaid.
- **WHS Youth Mental Health:** serving male and female youth with behavioral diagnoses, operated by Weber Human Services; accepts Medicaid.
- **Renaissance Ranch IOP:** addiction treatment serving men and women, a private provider that accepts Medicaid.

Recovery Residences. Recovery residences—sometimes termed “sober living” or “transitional housing”—provide safe and affordable places for individuals in early recovery from substance use disorders. In particular, recovery residences provide an essential bridge for individuals engaged in intensive PHP treatment, and then continue to provide stability as those in early recovery engage in employment and make meaningful steps toward long-term prosocial goals. Of note, while each

partner listed below accepts clients undergoing adjudication in Weber and Morgan counties, almost all of them are physically out-of-county.

- **Blue Skies Recovery:** serving men, women, and adolescents in Ogden.
- **Clinical Consultants:** serving men and women enrolled in Clinical Consultants treatment programming.
- **Keystone Recovery:** a private, board directed non-profit residence in Ogden.
- **BAART Programs Ogden:** formerly Metamorphosis Ogden, serving men and women with an emphasis on opioid and medication assistant treatment.
- **Recovery House for Men:** a halfway house for men.
- **UTurn Recovery Housing:** a private facility located in South Ogden.

SPMI Supportive Housing. Providing long-term housing to individuals on disability secondary to a diagnosis of bipolar I, schizophrenia, or schizoaffective disorder is especially important in keeping such individuals out of homelessness wherein they are often preyed upon and coopted into criminal activity. Unfortunately there is a state-wide dearth of such resources. Using supportive housing in conjunction with Forensic Assertive Community Treatment (FACT) teams is one of the most effective service delivery options for this population³³. Although Weber and Morgan counties lack a FACT program, supportive housing resources are noted below.

- **WHS SHIP:** a 9 unit complex, serving men and women with SPMI diagnoses and long-term housing needs, operated by Weber Human Services.
- **PAAG Ogden:** a decentralized supportive landlord program with owned and leased residences to serve over 100 SPMI individuals. With support from the LDS Church, PAAG operates a Drop-In center for residents to socialize and engage in opportunities for supplemental nutrition, clothing, and hygiene items.

Out of County Treatment Partners. A number of out-of-county community partners have been important in meeting CTxR volume and specialized treatment needs; especially for those needing SPMI or residential treatment. These partners often go the extra mile, traveling across counties to transport and treat referred clients. Importantly, their services are almost exclusively made possible through TAM finding.

- **First Step House:** based in Salt Lake County, they provide residential and step-down treatment which is uniquely aimed at addressing criminogenic risk and need.
- **Odyssey House:** based in Salt Lake County, in addition to residential and step-down care for addiction treatment, they are one of the only programs in the state with a residential program for SPMI individuals.
- **Seventh Street:** based in Salt Lake County, serving men and women, they provide residential and step-down treatment and accept Medicaid.
- **The Haven:** based in Salt Lake County, serving men and women with residential and outpatient treatment for Substance Use Disorder, with transition options for Sober Living.

³³ FACT Teams (2019), <https://store.samhsa.gov/product/Forensic-Assertive-Community-Treatment-FACT-A-Service-Delivery-Model-for-Individuals-With-Serious-Mental-Illness-Involved-With-the-Criminal-Justice-System/PEP19-FACT-BR>

- **Warrior Spirit:** based in Tooele County, operated by the Skull Valley Band of Goshutes, this federally certified program accepts all Medicare and Medicaid. They provide residential and step-down care.

Non-Clinical Out of County Partners. Two key programs provide long-term residential non-clinical models to address substance use disorders. Offering structure, community, and supportive employment, these programs are recommended when clients lack clinical barriers to sobriety.

- **Red Barn:** operating in Farmington, they offer a structured multi-year program focused on stable employment and community support.
- **The Other Side Academy:** operating in Salt Lake City, they offer a structured multi-year program focused on stable employment and community support.

Intercept 4: Reentry

Focused on individuals who are reentering the community from jail or prison, Intercept 4 aims to ensure justice involved individuals are connected to relevant services from the moment they return to the community. Whether as a pretrial release or implemented at sentencing, CTxR plans inherently entail a warm hand-off to supportive services, providing effective reentry support. For all other individuals—such as those booked and immediately released via pretrial services, or who face misdemeanor charges with little jail time—reentry support is fully managed by the CRP case management team, either through the Reentry Fair or targeted in-custody case management.

Reentry Fair. The Reentry Fair occurs on a weekly basis and is attended by community providers from the following sectors:

- Food access assistance
- Housing and homelessness services
- Medicaid and insurance application assistance
- Medical and dental services
- Mental health and addiction treatment services
- Harm reduction
- Peer support
- Employment services
- A professional clothing closet

As opposed to providing attendees with business cards and contact information, the Key focus of the Reentry Fair is to actively begin enrollment and supportive services, whenever possible. Moreover, it is hosted within the regional Adult Probation & Parole (AP&P) building, and attended by AP&P staff, so as to support successful probation.

In-Custody Case Management. Effective reentry begins with effective assessment³⁴. Targeted in-custody case management begins shortly after booking, and is based on an inmate's criminogenic risk and need as determined by their LS/CMI score. Upon meeting with identified clients, Reentry Coordinators utilize the LS/CMI software to target specific case management needs and line up relevant community referrals. Importantly, Reentry Coordinators continue tracking and support to their clients for up to 90 days after release.

³⁴ CCJJ LSI-R:SV (2020), https://justice.utah.gov/wp-content/uploads/Risk_And_Needs_Screenings_in_Utah_2020.html

Prison Reentry. Reentry support for individuals leaving prison is managed by the Utah Department of Corrections, which also operates the Northern Utah Community Correctional Center (NUCCC)³⁵. Located in Ogden, NUCCC is an all-male facility with 154 beds. In addition to life skills classes, it provides treatment related to sex offenses, substance use disorder, and mental health needs. Residents are sent to NUCCC by the Utah Board of Pardons and Parole.

Intercept 5: Community Corrections

The fifth and final Intercept entails community-based corrections supervision, such as probation or parole. It does not require incarceration to have been a part of sentencing, and may include Intermediate Sanctions such as intensive supervision or electronic monitoring³⁶. For reasons explained below, specialty courts have been included within Intercept 5.

Post-Sentencing Programs. The Corrections Division of the Weber County Sheriff's Office operates a number of court-ordered community-based programs which are imposed in lieu of jail time. These programs are outlined below.

- **24/7 Sobriety Program:** Participants are required to report to provide a breath sample twice daily. If sobriety is sustained, the individual is allowed to maintain driving privileges and avoid jail time. Should a participant test positive for alcohol, they are immediately sanctioned with an 8-hour jail commitment.
- **Day Reporting:** Participants are required to report to the Keisel Facility on a periodic basis while remaining out of custody. Drug and alcohol testing can be administered and required classes are monitored.
- **Out of Custody Community Services:** Administered by the Keisel Facility, participants can provide community service for approved entities. Service hours are monitored and reported to the court, by the Sheriff's Office.
- **Plea in Abeyance (PIA):** Aimed at low to moderate risk individuals, upon entering a PIA with any Weber or Morgan county court, the defendant is screened by Weber Human Services and then supervised by the Sheriff's Office until the specific terms of the PIA are fulfilled; which may include anger management classes, outpatient drug treatment, sustained sobriety, etc.

Adult Probation & Parole (AP&P). An office of the State of Utah, AP&P provides community supervision to probationers and parolees. This includes supervising and supporting clients in complying with all conditions of probation or parole. This may include supporting a client's efforts at attaining housing, employment, schooling, training, food, and treatment.

Private Probation. In line with statutory requirements, the following list of private probation providers operating with Weber and Morgan counties has been generated. Notably, efforts are presently underway to identify and highlight specific populations that private providers may be uniquely able to serve, such as language supports or conviction specific supervision. The aim of this effort is to enhance the efficacy of probation supervision, including increased successful probation completion.

³⁵ UDOC NUCCC information, <https://corrections.utah.gov/probation-parole/community-correctional-centers/northern-utah-community-correctional-center/>

³⁶ Intermediate Sanctions information, <https://www.ojp.gov/ncjrs/virtual-library/abstracts/intermediate-sanctions#:~:text=Intermediate%20sanctions%2C%20such%20as%20intensive,gap%20between%20probation%20and%20prison.>

- **AMP Probation and Ankle Monitoring:** 801-903-2626, info@ampprobation.com; 455 24th Street, #302B, Ogden, Utah 8440. Serving District and Justice Courts, AMP has offices from Brigham City to St. George. Providing services in both English and Spanish, they can refer clients to additional services in those languages. Monitoring capabilities include SCRAM alcohol ankle monitors, remote breathalyzer, GPS, and House Arrest monitoring. AMP can also provide presentence investigation reports, pretrial supervision, and drug patch testing.
- **C&D Court Services:** 385-777-2167, email@cdcourtservices.com; 2661 South Washington Blvd., #205, Ogden, Utah 84401. Serving District and Justice Courts, C&D provides services in English and Spanish and can provide referrals in those languages for counseling needs.
- **Core Probation and Consulting:** 801-652-1851, info@coreprobation.com; 3441 S 2200 W, Suite. 215, West Valley City, Utah 84119.
- **Judicial Supervision Services:** 801-486-8143, staff@judicialsupervision.com; 5047 South Galleria Dr., Murray, Utah 84123. Serving District and Justice Courts including Salt Lake and Utah counties, staff include 2 native Spanish speakers and can provide referrals in Spanish.
- **NEFA LLC:** 801-416-8111, nefallc@gmail.com; 370 South 500 East, Suite 126, Clearfield, Utah 84015. Serving District and Justice Courts, they can provide service referrals in English and Spanish.
- **Phoenix Private Probation:** 385-514-9428, don@phoenixprobation.com; 3544 East Lincoln Ave, Suite #B, Ogden, Utah 8440. Serving District and Justice Courts, they provide services in English, Spanish, and several Eastern European dialects.
- **Professional Probation Services:** 801-689-0334, mlowry@ppsinfo.net; 257 37th Street, Suite A, Ogden, Utah 84405. Serving District and Justice Courts, they provide services in English and Spanish, with committed staff that have lived experience.
- **Vida Utah Inc.:** 385-439-9823, info@vidautah.com; 8539 South Redwood Road, #B, West Jordan, Utah 84088. Serving District and Justice Courts, Vida can also provide counseling, assessment, pretrial and probation supervision, presentence reports, electronic monitoring, and drug and alcohol testing. Services can be provided in English and Spanish.

Specialty Courts. Although specialty courts are often placed within SIM Intercept 3, the Weber-Morgan CJCC has opted to position them within Intercept 5 because participation therein requires a defendant to enter a plea, entails community supervision, and closes the legal case upon completion. Importantly, despite a substantial body of research and well-established professional organizations—such as All Rise—providing clear guidance on best practices, the execution of specialty courts varies widely between court jurisdictions. Thus, aligning specialty court operations with the widely available data represents a straight-forward opportunity to pursue recidivism related goals.

The following specialty courts operate within Weber-Morgan counties:

- **Riverdale Substance Abuse Court:** Presided over by Judge Paul Olds, this specialty court serves Justice Courts within Weber County. The prosecution and defense attorneys are the same as the Riverdale Justice Court, and the treatment team includes Weber Human Services and GMS Counseling Services. Participants are supervised by Professional Probation Services.
- **Second District Drug Court:** Presided over by Judges Bean and Ortega, there are 2 drug courts in operation, both of which are comprised of an attorney from the Weber County

Attorney's Office, the WPDG, and treatment teams from Weber Human Services. Presently, both courts have substantial capacity availability.

- **Second District Mental Health Court:** Presided over by Judge Hyde and comprised of attorneys from the Weber County Attorney's Office, the WPDG, and treatment teams from Weber Human Services. Notably, diagnostic criteria has been loosely established, though the clinical and case management team is tenured.
- **Second District DUI Court:** Presided over by Judge Neider, and comprised of an attorney from the Weber County Attorney's Office, the WPDG, and treatment teams from Weber Human Services.

Mapping Analysis and Service Gaps. Preliminary mapping has made it apparent that some key service gaps exist within the formal geography of Weber and Morgan counties, which present a variety of opportunities to improve criminal justice outcomes. These opportunities include inviting the development of more residential SUD and SPMI treatment programs, the creation of a FACT team, and marked expansion of recovery residences and SPMI supportive housing. In all cases, the development of these resources would establish greater opportunities for in-county diversion. Additionally, expanding the availability of recovery residences would provide vital infrastructure for individuals to maintain treatment gains while participating in local labor markets and supporting prosocial family engagement. Finally, while several specialty courts are in operation, a Vet Court is noticeably absent.

Key Takeaways: Criminal Justice Service Mapping

1. Existing reentry-related partnerships and practices are an area of strength that can be immediately leveraged to accomplish Weber-Morgan CJCC directives.
2. Ensuring full use and evidence-based administration of specialty courts offers an immediate, measurable, and affordable avenue to enhance justice outcomes.
3. Seeking to fill identified service gaps related to residential treatment, a FACT team, and recovery residences may support improved justice outcomes while also fostering economic development.

Data Collection and Sharing: CJCC Unified Reporting

At present, the Weber-Morgan CJCC is working to develop a monthly report that will utilize our existing information infrastructure. Identified infrastructure includes publicly available data from the Utah Department of Public Safety³⁷, Spillman Records, the Weber County Attorney's Office, the Sheriff's Office, Weber Human Services, WPDG, and the Defender-Reentry partnership. Notably, although the present focus remains on the aforementioned organizations, it is anticipated that additional reporting will include input from the Local Homelessness Council, the courts, and probationers. Below is a summary of identified information sources, and the types of data that will be sought therefrom.

Spillman Records

Information sharing among all Weber-Morgan county law enforcement agencies, as well as the Weber County Attorney's Office is facilitated through Spillman Records, which is a critical records database operated by Motorola Solutions. Herein information on all interactions between

³⁷ <https://bci.utah.gov/crime-in-utah-dashboards/>

individual persons and law enforcement are held; additionally, Spillman serves as the inmate management software for WCCF. The contract for Spillman is held by the Weber Area Emergency Services District, which oversees which agencies and individuals are granted access. While direct access is appropriately restrictive, Spillman offers the ability to run de-identified reports for data analysis.

Intervention, Recidivism, and Criminogenic Responsivity

Defender-Reentry Partnership. The partnership between the Defender Group and Sheriff's Office has been key to developing Intercept diversion opportunities, such as CTxR. At present information sharing is governed by an MOU to protect a client's HIPAA and 42CFR related information while supporting efficient service referral and case management. De-identifying this data presents an opportunity to track case-specific outcomes including measures recidivism, interventions, and confounding variables related to criminogenic responsivity.

Weber Human Services. Secondary to operating as the Local Mental Health Authority, involvement in specialty courts, and providing Reentry Coordinator staffing to the CRP, Weber Human Services represents another key source for de-identified data collection.

Key Takeaways: CJCC Unified Reporting

1. Beginning in January 2024, a Unified Report will be generated monthly for the CJCC, which report will be comprised of specifically requested information from law enforcement, Weber County Attorney's Office, Weber Human Services, the Defender-Reentry partnership.
2. Reporting by Weber Human Services and the Defender-Reentry partnership will be particularly useful in identifying evidence-based service provision, including specialty court operations.
3. CJCC Unified Reports will be utilized to create data-driven dialogue in identifying Weber-Morgan specific goals, especially related to system high-utilizers (de-identified) and early intervention or diversion opportunities.

In Summary: Recidivism and Action Plan

Having mapped the local criminal justice system and services across all sequential intercepts, the Weber-Morgan CJCC has identified key resources as well as opportunities to address service gaps. Deciding which gaps to fill and how to do so will entail data-driven dialogue, founded on the information attained from CJCC Unified Reporting. Monthly Unified Reporting to the CJCC will draw from virtually all participating CJCC organizations and provide ongoing information on the success and challenges of existing programs. At present, those existing targeted programs include: 1) the CRP, along with its affiliated Reentry Fair and Reentry Coalition of community partners; 2) the CTxR program; and, 3) specialty courts.

It is not only anticipated but expected that Unified CJCC Reporting will evolve over time, to better coordinate services between organizations. Furthermore, the Weber-Morgan CJCC intends to leverage this reporting in seeking grant funding, as well as investment from justice-aligned private organizations such as treatment providers and recovery residences. Taken together, the Weber-Morgan CJCC stands ready to enhance public health and community safety through collaboration and data-driven action.