

Clark County Criminal Justice Coordinating Council Strategic Plan 2023 - 2025



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Criminal Justice Coordinating Council Leadership

Executive Committee

Chief Judge of the Las Vegas Justice Court, the Honorable Melissa Saragosa, Co-Chair

Clark County Assistant Sheriff, Andrew Walsh, Co-Chair

Clark County Chief Public Defender, Darin Imlay

Clark County Sheriff, Joseph Lombardo

Clark County Manager, Yolanda King

Chief Judge of Eighth Judicial District Court, the Honorable Jerry A. Wiese II

Clark County District Attorney, Steve Wolfson

Full Council Members

The Chief Judge of the Eighth Judicial District Court

The Chief Judge of the Las Vegas Justice Court

The Chief Judge of the Las Vegas Municipal Court

The Chief Judge of North Las Vegas

The Chief Judge of Henderson Justice Court

The Clark County Sheriff

The Clark County Assistant Sheriff

The Clark County District Attorney

The Clark County Public Defender

The Clark County Manager

The Commander of Parole and Probation, Southern Command, State of Nevada

The President of the Nevada Attorneys for Criminal Justice

One Clark County Commissioner

One Limited Jurisdiction Judge from Clark County Outlying Courts (Excluding Henderson and North Las Vegas)

Associate Council Members

Any Judge of the Eighth Judicial District, Las Vegas Justice Court, or Las Vegas Municipal Court

The Court Administrator of the Eighth Judicial District Court

The Court Administrator of the Las Vegas Justice Court

The Court Administrator of the Las Vegas Municipal Court

The Administrator of the Clark County Detention Center

The Administrator of the City of Las Vegas City Jail

The Pretrial Services Director

The Las Vegas City Manager

The Las Vegas City Attorney

The Director of the Southern Nevada Adult Mental Health Services

The Clark County Director of Social Services

Any Rural Justice of the Peace

Any Municipal Law Enforcement Chief

A Community Representative(s)

City Council Member(s) within Clark County

Clark County stakeholders and national subject matter experts serve on CJCC Subcommittees providing expertise on justice related populations, research, data and services.

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A Message from the Executive Council Co-Chairs

November 20, 2022

Thank you for your interest in the Clark County Criminal Justice Coordinating Council (CJCC).

Our vision is to foster a criminal justice system that is fair and equitable with a focus on public safety and community wellness. As part of the organizational structure, the CJCC has established objectives, goals, and activities to tackle some of the most complex challenges of our criminal justice system. These efforts focus on collaborative problem-solving through an equity lens. Strategic priorities are data-driven to achieve system-wide results.

The CJCC drives consensus building through cross-agency collaborations and by utilizing evidence-based tools and assessments. We are very proud of the tremendous work that has been completed this past year including the changes in initial arraignment courts to ensure that every individual has a pretrial release hearing within 48 hours of being taken into custody.

The CJCC Strategic Plan works to ensure transparency and to establish an accountability framework. We are grateful to the Clark County community for embracing the CJCC since the inception in 2017 and supporting the initiatives through direct and subcommittee participation. We will continue to build on the work that has been accomplished, recognizing that there is much more to complete.

Yours truly,

Chief Judge of the Las Vegas Justice Court, the Honorable Melissa Saragosa, Co-Chair

Clark County Assistant Sheriff, Andrew Walsh, Co-Chair

Section 1 | Organization

1.1 Mission Statement

The mission of the Clark County Criminal Justice Coordinating Council (CJCC) is to prioritize justice challenges and coordinate resources to address them in the most evidence-based, cost-effective, and equitable way possible to enhance public safety and trust.

1.2 Defining the Criminal Justice Coordinating Council (CJCC)

- The CJCC is a partnership of decision makers and community agency representatives who have a stake in the effective administration of justice
- The CJCC produces many benefits, including a better understanding of crime and criminal justice issues, greater cooperation among agencies and units of government, clearer objectives and priorities, more effective resource allocation, and better-quality criminal justice programs
- The consensus framework results in improved planning and coordination to help individual justice agencies become more efficient, productive, and effective. Such improvements also help local officials evaluate and make decisions about the justice system, its cost and performance
- Local governments find that comprehensive systemwide planning (interagency and cross-jurisdictional) helps to streamline the entire local system of justice, eliminating duplication, filling service gaps, and generally improving the quality of service while controlling costs

1.3 Objectives of the CJCC

- Support a community approach to criminal justice by involving law enforcement, judicial services, behavioral health, housing, employment, and other social services to address needs of the community.
- Provide a voice for those impacted by the criminal justice system, to include at-risk communities, families, and victims.
- Recognize the role, responsibilities, and limits of discretion in decision making of law enforcement, judges and other members of the criminal justice system based on existing laws.
- Provide a forum for inter-agency coordination on criminal justice matters.
- Seek resources to support the enhancement of those criminal justice system programs that reduce recidivism, ensure public safety, and advance community health.
- Identify gaps and deficiencies with the goal of making recommendations to address service gaps in deflection, diversion, and justice system programs.
- Research, analyze, evaluate, and develop innovative recommendations.
- Develop actionable implementation plans to meet the recommendations and objectives.
- Increase community understanding of the criminal justice system and to engage community members from across all racial, ethnic, socio-economic, and at-risk populations.

1.4 Impacts of Crime

Criminal justice impacts are often generalized in terms of the victim, perpetrator, and the effects on the community. The consequences of a siloed justice system include massive inefficiencies, redundancies

and over expenditure which may include the high cost of incarceration, resulting in higher taxes for the community; reduces safe and healthy neighborhoods; the growth of crime creates chaos and changes societal norms; there is economic loss due to reduction of business revenue and jobs in high-crime communities; behavioral health and financial repercussions experienced by families of victims and families of those who are incarcerated; decreasing tax base from loss of employment; deteriorating housing values in neighborhoods with high crime; and the disruption of schools, neighborhoods and communities when plagued by criminal elements. The impact of crime also effects those working in the system such as law enforcement, social workers, medical personnel, and their families. Working collaboratively across the justice system, the CJCC identifies evidence-based activities that can improve one or more of the influences of crime.

1.5 Assessment Framework¹

The National Network of Criminal Justice Coordinating Councils (NNCJCC), in collaboration with the Justice Management Institute (JMI), has established the CJCC Assessment Framework. This assessment tool consists of twelve attributes of high-functioning CJCCs which include:

1. **System Focused** – Coordinate the local criminal justice system as a whole system, rather than isolating its focus on a core issue
2. **Participation** – The necessary stakeholders attend the CJCC meeting(s) and actively contribute to the discussions and work of the council
3. **Leadership Structure** – The CJCC has an effective leadership structure to facilitate meetings and champion the council’s work
4. **Executive Committee** – An Executive Committee directs the activities of the council and any subcommittees and workgroups
5. **Consensus Decision Making** – The goal of the CJCC is to reach most decisions by consensus of its members
6. **Shared Responsibility** – The decisions and actions of the CJCC are supported by the members publicly, and the CJCC members are committed to sharing information
7. **Data Driven** – The CJCC generates qualitative and quantitative data to inform decision making.
8. **Best Practices** – The CJCC reviews research and explores models from other jurisdictions when developing policies and programs
9. **Strategic Planning** – The CJCC produces a strategic plan that guides the work of the council, the subcommittees, and workgroups to produce desired outcomes
10. **Structured Meetings** – The CJCC, Executive Committee, and subcommittees meet regularly and follow an agenda



¹ <http://www.jmijustice.org/>

11. **Subcommittees** – The CJCC has established subcommittees to develop and implement strategies and initiatives

12. **Support Staff** – The CJCC has dedicated staff to advance the council’s strategies and initiatives

While the Clark County CJCC meets the assessment framework, there is work that continues to be done to expand the ability to improve information sharing and promote data informed decisions. This includes establishing a robust data collection model that measures the criminal justice system involvement and targeted program activities that address public safety at each decision point.

1.6 Evidence-Based Planning

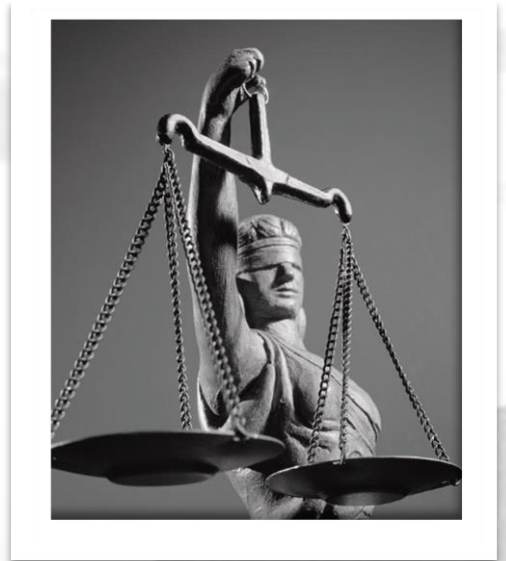
The Clark County CJCC strategic planning framework extends beyond the mission and vision to incorporate evidence-based solutions. The CJCC works collaboratively to invest in efforts that braid across systems to increase public safety and promote a fair and efficient justice system. Clark County has adopted the following best practices in planning:

- The professional judgement of criminal justice system decision makers is enhanced when informed by evidence-based tools, research knowledge and community engagement which includes those with lived experience
- Every interaction within the criminal justice system offers an opportunity to divert, deflect or mitigate the impacts of incarceration, while ensuring public safety
- Systems achieve better outcomes when they operate collaboratively
- The criminal justice system will continually learn and improve when professionals make decisions based on the collection, analysis and use of data and research informed practices
- The system recognizes that not all members of the community are appropriate for deflection or diversion, and that public safety must be the highest priority

1.7 Criminal Justice Equity Framework

A criminal justice equity framework acknowledges the role of race, ethnicity, and socioeconomics in our history as well as the enduring legacy of institutional and systemic racism. Adopting an equity lens allows the CJCC to identify burdens or inequities on impacted communities and develop the strategies for equitable outcomes. As leaders who are committed to equity and justice, and stewards of the public trust, the CJCC is focused on advancing equity in all areas of criminal justice in Clark County. The equity goals frame strategic decision-making across the continuum for fairness, equity, and in support of public safety recognizing:

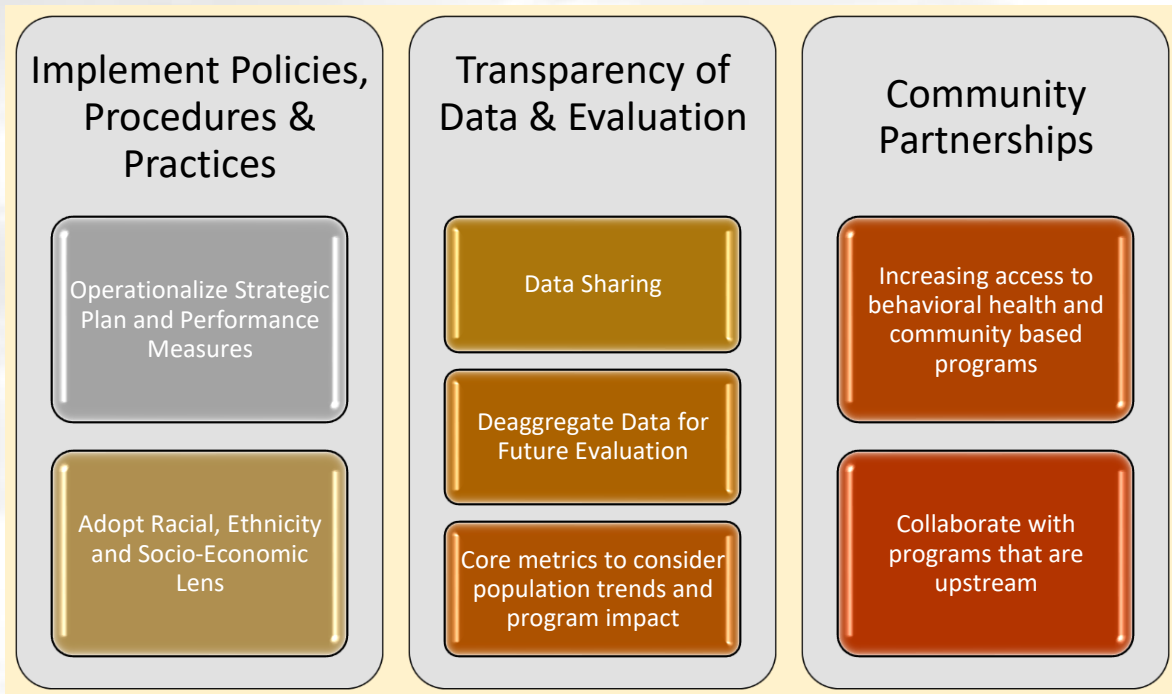
- Racial and ethnic inequities must be addressed
- Utilization of a justice equity lens when framing information about justice programs, which includes considering victims



- Elimination of harmful policies, practices and system barriers that have produced historical and contemporary inequities based on race, gender, class, sexuality, geography, economics, and other forms of inequity
- Creation of systems, policies and practices that institutionalize sustainable, transformation change that is justice centered
- Ensuring partner organizations have the tools and technology necessary to strengthen equity in the system
- Expectations of those in the criminal justice system are measured by performance and responsibilities to ensure public health and public safety
- Sustained advancement and equity require continued assessment of data, evaluation of performance measures to guide decisions; and
- Decisions reflect national evidence-based, research driven best practices.

1.8 Accountability Methodology

The CJCC works to remove barriers by being responsive to ensure the system is free from bias and the appearance of bias. This focus promotes innovations in court procedures that are fair and understandable, while also providing culturally responsive programs. Finding effective strategies for removing barriers requires a commitment to innovation, to excellence in public service, and to strong leadership. An accountability framework establishes the action plan for transparency and planning.



1.9 Sequential Intercept Model and Decision Points

Every interaction within the criminal justice system provides an opportunity to deflect or divert. In 2019, the CJCC completed a Sequential Intercept Model (SIM) with support from the John D. and Catherine T. MacArthur Foundation, Safety & Justice Challenge. The development of the SIM assessed strengths and

weaknesses, identified resource needs, gaps in services, and served as the initial planning document. Each intercept is a decision point that serves as an opportunity to address system inequities for a community-focused system. By utilizing the Sequential Intercept Model (SIM) Mapping Report (updated October 2022), Clark County developed a comprehensive picture of how people with serious mental illness (SMI), substance use disorder (SUD), and/or co-occurring disorders (COD) flow through the criminal justice system along six distinct intercepts: (0) Mobile Crisis/Community Triage; (1) Law Enforcement and Emergency Response; (2) Initial Detention and Initial Court Hearings; (3) Jails and Courts; (4) Reentry; and (5) Community Corrections leading to Community Interventions and Support. This report also identified gaps, resources, and opportunities to improve system and service-level responses in Clark County.

The SIM process development included partner organizations from an array of professionals including law enforcement, health and human services, judges, parole and probation, public defender's office, district attorney's office, community providers, community leadership, jail staff, education, and reentry organizations. The collaboration recognized the importance of each contribution to impact those in crisis, involved with the criminal justice system, as well as families and victims at each intersection. Activities under the SIM require engagement and support from all partners as they cross multiple systems from government, private, and non-profit organizations. The CJCC has identified the many critical decision points by decision makers and critical stakeholders throughout the criminal justice process to include the following:

- Crisis Response (988, 911, mobile crisis, law enforcement)
- Arrest decisions (cite, detain, divert, treat, release)
- Pretrial status decisions (release on recognizance, competency review, release on unsecured or secured bond, release with supervision conditions, detain, respond to noncompliance, reassess supervision conditions)
- Diversion and deferred prosecution decisions
- Charging decisions (charge, dismiss)
- Plea decisions (plea terms)
- Sentencing decisions (sentence type, length, terms, and conditions)
- Local and state institutional intervention decisions (security level, housing placement, and behavior change interventions)
- Local and state institutional/parole release decisions (timing of release and conditions of release)
- Local and state reentry planning decisions
- Probation and parole intervention decisions (supervision level, supervision conditions, and behavior change interventions)
- Community behavior change (treatment) interventions
- Noncompliance response decisions (level of response, accountability and behavior change responses)
- Jail and prison (local and state) discharge from criminal justice system decisions (timing of discharge)
- Community integration

1.10 Cross-System Collaboration

Professional judgment must be informed by national best practices, evidence-based research, and timely data. To support evidence-based decisions, Nevada has collaborated with the John D. and Catherine T. MacArthur Foundation as part of the Safety and Justice Challenge and the Justice Management Institute (JMI) for system-wide baseline assessments. This has included a focus on organization structure, court systems, resources, and jail populations. The Clark County Justice system utilizes validated risk assessments tools to identify criminogenic needs as well as the risk of re-offending or the risk of failing to appear. These structured assessments provide resource tools, that does not replace, but strengthen professional judgment.

The Pretrial Services Division utilizes the Nevada Pretrial Risk instrument (NPR) which meets the framework of the National Association of Pretrial Services Agencies (NAPSA) Standards on Pretrial Release (revised in 2020).² A Pretrial Agency Assessment and Pretrial Services Workload Analysis was completed in February 2022. The analysis



provided support for the implementation of Assembly Bill (AB) 424 as codified in Nevada Revised Statute (NRS) 178.4849, which mandated each court to hold a pretrial release hearing within 48 hours after a person has been taken into custody. This was completed through a collaboration of criminal justice partners from the CCDC, Public Defender’s Office, District Attorney’s Office, Clark County Courts, and community agencies. These changes went into effect on July 1st, 2022. These changes set the stage for new activities to be identified and implemented during Pretrial Services.

The MacArthur Foundation worked with the CCDC on reducing jail populations through an enhanced data collection methodology to develop dashboards that are able to adapt to an environment of continuous data collection. The recommendations focused on policies and procedures that improve trending and monitoring of real-time data. This process moves Clark County one step further towards a centralized data collection and reporting systems braided across multiple systems and partners.

Time-driven, clear, and obtainable performance measures work to bring confidence to the community and accountability to decision makers. The CJCC goals fall under one or more of the four key performance measure categories:

1. Increase in public safety;
2. Improvements in the wellness of the community;
3. Increase in community trust and satisfaction with the justice system, and
4. Address the social and fiscal costs of diversion and deflection.

² [Standards \(napsa.org\)](https://www.napsa.org)

Section 2 | Subcommittee/Work Group Focus Areas

The criminal justice system has an interdependent structure with critical functions performed by both government and private entities. The effectiveness of the criminal justice system is improved when there is planning, analysis, and coordination among these stakeholders. The CJCC provides leadership and oversight to achieve these objectives. These efforts are furthered by utilizing subject matter focused subcommittees working collaboratively to gather, share, and analyze information. This collaboration results in the development of innovative and coordinated strategies to improve system delivery to promote public safety and equity within the criminal justice system.

As part of the overall strategies, the subcommittees complete planning activities to identify key initiatives and develop programs to be eligible for justice related grant programs vital for improving criminal justice system functions. Through grants, the criminal justice partners can apply and replicate innovative, evidence-based practices which have been the catalyst for broad changes in criminal justice policies that have reduced crime, lowered recidivism, and saved taxpayer money.

2.1 Subcommittee on Racial, Ethnic and Socioeconomic Equity (RESE)

The Subcommittee on Racial, Ethnic, and Socioeconomic Equity identifies policies and programs focuses on criminal justice equity to ensure the justice system is reflective of the community. The CJCC has identified equity as a goal in criminal justice reform and public safety strategies. The subcommittee is focused on identifying ongoing and continual equity learning, including the understanding of the distinction between institutional, structural, interpersonal, and individual racism. The activities develop a shared understanding of equity concepts across the criminal justice system. The principles of equal protection and equal justice demand recognition that racial disparities exist throughout the criminal justice system. Minorities are overrepresented among victim and offender populations. These efforts will distinguish those differences that are a consequence of actions by the criminal justice system and those deriving from factors outside the system. The committee will focus on resource allocation recommendations, address socioeconomic inequalities that underline differential crime rates, review opportunities to support deflection programs in high-risk communities, ensure that strategic priorities are focused on data for measurement and analysis, and engage with community members including those with lived experience to guide impactful and meaningful strategies. This includes monitoring and trending data related to race, ethnicity, and socioeconomic factors within the Clark County criminal justice system.

2.2 Subcommittee on Pretrial Services

Pretrial Services operates under the premise, supported by federal and state constitutions, that defendants are presumed innocent until proven guilty. Defendants are also entitled to the least restrictive release terms possible, depending on whether they are likely to appear in court and whether they present a risk to public safety. By identifying risk factors through validated risk instruments and providing release options and strategies to manage a defendant's risk pending trial, judicial officers can make informed decisions that balance the Constitutional presumption of innocence while providing protections for the community. The Subcommittee on Pretrial Services strives to identify evidence-based and best practices for the implementation of a comprehensive pretrial service strategy to ensure essential service delivery is equitable and efficient. Pretrial services could provide opportunities for pretrial defendants to

engage in treatment, retain and/or pursue educational and employment opportunities, support their families, and function more effectively in their communities. The focus of the subcommittee promotes public safety by reviewing policy and operational guidelines to improve the efficiency and effectiveness of pretrial services. These activities include the Initial Appearance Court providing accurate, timely and objective information regarding arrestees to judges so they can make informed release decisions; aid in assuring the appearance of the defendant in court and reduce failure to appear rates; provide supervision of defendants ordered on supervision and ensure compliance with release conditions established by judges; alleviate jail overcrowding, thereby reducing jail operating costs and future capacity needs of local jails, caused by unnecessary detention of certain pretrial defendants; and timely resolution of cases.

2.3 Subcommittee on Behavioral Health and Homelessness

The lack of resources and treatment for those who suffer from mental illness and/or co-occurring substance use disorders present not only a public health crisis, but a public safety issue. These individuals are at a higher risk of becoming involved with the criminal justice system, as a defendant or a victim. A change from the conventional models between criminal justice and behavioral health requires effective jail deflection and diversion strategies that fosters an ongoing and successful exchange of information among courts, criminal justice agencies, behavioral health professionals, and community stakeholders. The Subcommittee on Behavioral Health and Homelessness will identify available data across criminal justice, public health and social service agencies to identify those individuals with the highest number of contacts with police, emergency medical services, emergency departments, and other services, and work collaboratively to support programs that focus on public safety and public health. The Subcommittee will utilize the Sequential Intercept Model (SIM) as a planning tool to develop, promote and identify gaps and strategies. The philosophy of the subcommittee is that every intersection is a decision-point and an opportunity to deflect or divert those with behavioral health issues away from the criminal justice system. The activities focus on law enforcement and behavioral health crisis interventions, training, provision of housing, accessible and affordable treatment within the jail system and upon release. This is done by addressing the offender's highest criminogenic risks and needs in conjunction with criminal sanctions and treatment. Additional activities work to promote policies that adequately fund appropriate services and avoid unsuitable criminal justice system responses.

2.4 Subcommittee on Community Deflection and Diversion

The Subcommittee on Community Deflection and Diversion is focused on community courts, juvenile programs, and reentry. The subcommittee identifies strategies, gaps, and opportunities to deflect and divert with initiatives that are neighborhood, community or individual focused. The community courts combine the power of the social service network, community leadership and the justice system to address local issues. The goal is to connect adults and juveniles committing less serious crimes to judicially supervised treatment, alternative sanctions, and other community-based services. By utilizing evidence-based risk assessments and a holistic approach to address the individual, the subcommittee works to identify programs that reduce crime, reduce recidivism, and improve quality of life issues. Quality of life improvements focus on those who find themselves homeless, jobless or in need of social system supports. The second priority of the committee is focused on reentry. Most incarcerated offenders will eventually be released to local communities. The goal of reentry programs is to reduce

recidivism, thereby improving public safety, reducing jail or detention populations, and support economic development. Policy considerations recognize that developmental differences between children and adults must be taken into consideration. By developing approaches that reduce risk factors and enhance protective factors to establish a system of graduated sanctions and effective treatment to control delinquency and reduce recidivism.

2.5 Subcommittee on Domestic Violence

The CJCC Subcommittee on Domestic Violence works collaboratively to address the calamity of domestic violence in Clark County. Domestic violence occurs when a person commits battery, assault, coercion, sexual assault, harassment, false imprisonment or pandering against the person's spouse or former spouse, any other person to whom the person is related by blood or marriage, any other person with whom the person has had or is having a dating relationship, any other person with whom the person has a child in common, the minor child of any of those persons, the person's minor child or any other person who has been appointed the custodian or legal guardian for the person's minor child. The subcommittee is focused on strategies that reduce the number of domestic violence incidents in Clark County. The committee includes government and community subject matter experts to identify policies, programs, the type, the number of services available and gaps in services to respond to the needs of individuals and families impacted by domestic violence. Strategies follow the guidance that crime victims will be treated with fairness, respect and dignity-free from intimidation and further harm throughout the justice process, while also balancing defendants who are presumed innocent until proven guilty.

2.6 Subcommittee on Community Connections

Community representatives voice the diverse needs and concerns of Clark County residents. Representatives gather and share community input and provide a voice and feedback in the CJCC decision-making process. Community members are selected through an open call for applications. Representation is intended to be diverse and reflective of the community services. This includes a representative from each of the following areas: business or civil rights leader, faith-based, Hispanic/Latino, Black/African American, Asian, LGBTQ+, healthcare, graduate program, crime survivor, formerly incarcerated, reentry or peer-based organization, an organization member that provides substance use or mental health direct services as an approved Substance Abuse Prevention Treatment Agency, or as the Executive Committee determines appropriate. Community representatives are identified for a period of two-years in staggered terms, with no more than two consecutive terms representing the same population. The Community representatives elect one community representative to serve as an associate member on the full CJCC.

Section 3 | Strategic Priorities

Strategic goals and objectives require the engagement of the CJCC full and associate members to bring valuable information, resources, and agency perspectives. The CJCC activities are focused to establish planning and activities that will produce strategies that are clear and specific. These include time-driven performance metrics. Not every program will work in every community so quality assurance and program monitoring is necessary to adjust to the unique needs of Clark County. Goals align with national best and evidence-based practices. Goals and activities are reviewed regularly, modified as necessary, and

updated based on the leadership of the Executive Committee and the CJCC membership. Section 3.0 is dynamic in structure to guide activities and may be updated as required.

3.1 Strengthen the Presence and Sustainability of the CJCC

Goal 1: Establish an Interface between Clark County Detention Center (CDCC), the Las Vegas Justice Court and the Clark County District Court		
Objective	Harness the power of data, equity and fairness can be advanced across multiple criminal justice systems.	
Description	Establish a platform through a linked interface which allows for standardized dashboards to track criminal justice information from law enforcement arrest through court adjudication for improved data driven equity focused solutions.	
Baseline	Isolated systems, no standardized dashboards that link all information CDCC has dashboard for jail data, but does not link with the Court System Odyssey system at Courts is linked to CDCC by case number and has the potential to expand Lack of interface on tracking, lack of canned reports for trending and identifying opportunities to improve the system or system improvements	
Program Measure	Adopt key data metrics, reporting and develop a standardized dashboard with consistent reporting which includes demographics for focused programs and equity Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Activities	<ol style="list-style-type: none"> 1. Identify feasibility with system limitations, data needs, and estimated costs and timelines with subject matter experts 2. Identify funding opportunities through public, private, county, federal funds 3. Create data sharing agreements, ensuring protection of personal identifiable information, as well as limitations to ensure public and law enforcement safety 4. Create proposal for request of funds to support the IT interface at the Courts with the CCDC. 5. Identify key fields to link between CCDC and the Clark County courts, with descriptions of each field and goal for reporting 6. Define all factors to be included on new interface for stronger decision-based decisions. 7. Create process review 8. Establish CCDC based recidivism rates and determine if three years prior can be established within existing system. 9. Create dashboards to report on recidivism, processing in the courts, ethnic, racial, and socio-economic factors. 	<p>1Q 2023</p> <p>2Q 2023</p> <p>2Q 2023</p> <p>3Q 2023</p> <p>4Q 2023</p> <p>4Q 2023</p> <p>1Q 2024</p> <p>2Q 2024</p> <p>3Q 2024</p>
Output	<p>Measurement</p> <p>Pretrial Data: Release Rate, Appearance Rate, Public Safety Rate, Universal Screening, Recommendation Rate, Response to Defendant Conduct, Pretrial Intervention Rate, Supervision Success Rate, Concurrence Rate, Demographics (Racial, Ethnic, Socio-economic) Measurements</p> <p>Jail Data: Ethnic, Racial and Socioeconomic Factors braided within existing metrics (bookings, average length of time, release, etc.) to link jail and court data with case number. Implement a centralized data collection system, with disaggregated data for trending and monitoring of criminal justice activities.</p>	

Goal 2: Expand and enhance Clark County system-wide data metrics to analyze systemwide performance to ensure that data collected are complete, accurate, and provide a sound basis for policy decisions, resource allocations, and reports.		
Objective	Expand and Enhance data reporting through social, health and other court systems	
Description	Create a robust data reporting system across all systems for program and data driven planning and to identify program limitations and opportunities for deflection and diversion. Research national best practices and evidence-based practices across other like counties/cities	
Baseline	No linkage with CDCC, LVJC and CCJC After Goal 1, baseline of available reporting and standardized report for LVJC and CCJC Currently, no linkage with health and human service systems Currently, no linkage with Municipal or outside Justice Courts Isolated systems, no standardized dashboards available under one-reporting structure	
Program Measure	Dashboard that identifies individual engagement at all Intercepts to determine best allocation of resources for future system improvements, and at what intercept	
Activities	<ol style="list-style-type: none"> Determine feasibility of linking to other jails and court systems after pilot program is complete and what would be needed for the interface to capture all of Clark County data. Identify all data systems to interface (LVMPD, CCDC, Courts, CMIS/HMIS, Health and Human Services, etc.) Create data sharing agreements Identify interface and dashboards for approval by all entities Create sharing downloads as part of interface with subject matter experts Create the interface, with fields of data and standardized monthly system reports with tracking features. Create ability for court to determine level of service achieved for eligibility of specialty courts or previous engagement with the system Create specific ad-hoc reports that would be accessible based on court and system, including demographics and other agencies (with non-identifiable information for trending) Measure court leveled program completion with recidivism 	<p>1Q 2024</p> <p>2Q 2024</p> <p>2Q 2024</p> <p>3Q 2024</p> <p>4Q 2024</p> <p>1Q 2025</p> <p>2Q 2025</p> <p>3Q 2025</p>
Output	<p>Number of systems interfacing and linking to non-identifiable information</p> <p>Number of intercepts represented within the data reporting</p> <p>Number of partnerships</p> <p>Quantifiable tracking of program results</p> <p>Quality of reporting metrics by percent of individuals represented</p> <p>Development of trending reports or ad-hoc report on key system indicators and strategic priorities</p>	

Goal 3: Develop communication and outreach strategies for CJCC		
Objective	Criminal Justice reform is stronger when the voices of those with lived experience, and members from every community are engaged.	
Description	Reduce redundancy in system activities by engaging state level committees, commissions, or other criminal justice bodies with CJCC membership to link activities for cross-coordination and collaboration with the CJCC. Ensure Subcommittee on Community Engagement is part of the decision-making process to engage all voices in the process. Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	No current website	

	No outside community engagement (beyond subject matter expertise on subcommittees) No public engagement	
Program Measure	Ensure representation from CCJC on state level committees and organizations. Develop community-based subcommittee to represent the community of focus	
Activities	1. Crosswalk activities of legislative committees, councils, and commissions to ensure no duplication of activities	2Q 2023
	2. Crosswalk activities and funding opportunities to ensure county representation on decision making bodies at the state level on matters impacting criminal justice	2Q 2023
	3. Develop web site to promote activities, meetings, and initiatives for the CJCC	1Q 2023
	4. Develop Subcommittee on Community Engagement to reach racial, ethnic, socio-economic communities and community partnerships	3Q 2023
	5. Identify sustainable support for CJCC in addition to current roles.	4Q 2023
Output	Number and type of councils, committees, or organizations that have similar activities identified	
	Number and type of councils, committees, or organizations with CJCC member attending	
	Number and type of initiatives that crossover with the CJCC, with plan to navigate and follow	
	Development of website with meeting information, core committee and information topics	
	Development of Subcommittee with full membership identified, and not less than two meetings by the end of 2023, and list of recommendations from the Community Engagement Subcommittee	

3.2 Enhance Resources in the Sequential Intercept Model

Goal 4: Expand and Enhance Criminal Justice Deflection and Diversion Programs		
Objective	Expand the CIT/CARE or other crisis focused team for additional high-risk zip codes and communities impacted by criminal justice	
Description	Expand behavioral health deflection in high-contact zip codes. Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	CIT/CARE teams located in at-risk, hot spot and BIPOC communities	
Program Measure	No. of CIT/CARE teams working as part of the fire department or with the police department, with sustainability through direct billing in partnership with behavioral health organizations.	
Activities	1. Identify total number of CIT/CARE teams and organizations for baseline	2Q 2023
	2. Identify zip code or communities for expansion of CIT/CRT Team	3Q 2023
	3. Identify policy and program elements to expand	3Q 2023
	4. Identify behavioral health partnerships for expansion and direct diversion	4Q 2023
	5. Identify funding through crisis, opioid, block grant or other dollars	2Q 2024
	6. Launch new CIT/CARE/Crisis team(s)	3Q 2024
	7. Monitor repeat users of the system and crosswalk with criminal justice	4Q 2024
Output	Number of individuals deflected with current teams in current zip codes (identify zip codes of current services); and the number of individuals served with the increase in additional programs	
	Number of individuals deflected in new zip code or service area, to be determined	
	Potential criminal justice system cost avoidance identified	

Goal 5: Direct programs and interventions focused on medium-and high-risk defendants/offenders.	
Objective	Identify treatment programs and admission criteria that is designed to reduce recidivism focusing on medium and high-risk offenders. Research based practices have identified that limited program funds should be utilized for those most likely to reoffend. This is

	done through validated risk assessments. Modify mental health and substance use courts to serve those who score as moderate to high on validated risk instrument.	
Description	Reduce recidivism Improve community health through justice collaboratives focused on high need/use offenders Support community-based mental health and chemical dependency treatment that can prevent justice system involvement. Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	Total number of individuals in mental health and substance use ordered treatment Total number of individuals needing competency restored Pretrial NPR scores	
Program Measure	No. of court programs that have a priority for treatment based on moderate to high-risk for recidivism % Of individuals in programs based on assessment	
Activities	1. Establish baseline of percentage of low-risk offenders in court-based diversion programs. 2. Crosswalk court risk assessment tool to determine eligibility for programs. 3. Establish policy for court diversion programs that priorities moderate to high-risk offenders 4. Include data on offenders in court diversion programs based on risk 5. Monitor activities to determine percentage of moderate to high-risk offenders in program.	2Q 2023 3Q 2023 4Q 2023 1Q 2024 4Q 2024
Output	% Of moderate to high-risk offenders in mental health court(s) % Of moderate to high-risk offenders in substance use court(s) Trend the completion of program activities by moderate to high-risk offenders.	

Goal 6: Identify Justice Reinvestment, federal block, and competitive grant funding utilizing Clark County data and ensure those funds are directed to Clark County as part of improving and developing a deflection and diversion programs focused on crisis and direct services, and that provides a place for law enforcement to deflect those identified as “in crisis.”

Objective	Clark County represents 73% of the State’s population, and the highest representation of the BIPOC communities. Ensure Clark County receives adequate share of Justice Reinvestment, block, and grant dollars for Nevada’s most diverse county. If Clark County statistics are used for grant programs, dollars to be allocated to Clark County for programming.	
Description	To obtain not less than 73% of funding available for deflection and diversion programs to be expended in the County with the highest number, percentage and representation of at-risk individuals and highest number of BIPOC population Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	Total number of dollars allocated by County for behavioral health prevention, deflection, and diversion. Increase in dollars based on Clark County data	
Program Measure	No. of programs where Clark County is receiving at least 73% of the funding allocation. No. of programs where Clark County is not receiving adequate funding, when Clark County data was utilized as justification to receive the funding.	
Activities	1. Identify federal funding provided to the state for behavioral health programs, and percentage of dollars allocated to Clark County partners. 2. Identify total amount of reinvestment dollars being allocated at the state legislature and advocate for not less than 73% to be distributed to Clark County.	2Q 2023 1Q 2025

	3. Bill draft measure to ensure Clark County is receiving the appropriate level of resources based on population of focus.	1/2023
Output	% Of federal dollars allocated to Clark County partners for behavioral health (deflection and diversion) % Of state general fund dollars allocated to Clark County partners for behavioral health (deflection, administration, and diversion). % Of dollars being distributed throughout the state, to determine percentage of dollars of all federal programs where Clark County data is used	

Goal 7: Expand and Enhance Supportive Housing		
Objective	Promote evidence-based practices for the continuum of services for housing	
Description	Identify two medium-to-long range activities, with program specific metrics to present to the Executive Committee focused on rapid rehousing and supportive housing Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	County has supportive housing assessment with current supply Need based on engagement with criminal justice system	
Program Measure	Completion of detailed strategy focused on supportive housing Completion of detailed strategy focused on rapid rehousing for those engaged with the criminal justice system or as victims	
Activities	1. Clark County Social Service to provide white paper on the baseline to include the number of supportive housing beds in Clark County.	1Q 2023
	2. Clark County Social Service to provide crosswalk of current providers and available space	1Q 2023
	3. Provide existing strategies to ensure Subcommittee is focused on expanding and enhancing and not supplanting current activities	2Q 2023
	4. Develop formalized activities to expand and enhance supportive housing in Clark County	3Q 2023
	5. Committee to develop formalized plan to submit to the Executive Council for review	4Q 2023
	6. Create timeline and workplan for each proposal	4Q 2023
	7. Develop strategies for funding, including proposal with data and statistics	Ongoing
Output	Current number of available supportive housing beds in Clark County	
	% Of supportive housing beds with availability	
	Number of beds created through a collaborative and strategic initiative	

3.3 Adopt a Racial, Ethnic and Socio-Economic Lens

Goal 8: Create Clark County data snapshot that is focused on equity including economic, educational, neighborhood, health, and criminal justice system factors. This snapshot is best practice and evidence-informed and is data-driven with qualitative and quantitative data focusing on the BIPOC communities and those communities identified in poverty or lower socio-economic status.		
Objective	Ensure data-informed decision making by analyzing current information and data on criminal justice involvement.	
Description	Create analysis to develop strategy priorities that are data-driven to address equity in Clark County Research other communities, national best practices, and evidence-based practices across other like counties/cities	

Baseline	Completion of report that includes both qualitative and quantitative analysis of the criminal justice system demographics (ethnic, racial, socio-economic). Desegregate data across the program activities for policy and program review	
Program Measure	Develop report with specific data on justice engagement and intercept points to drive programs Support desegregated data reports to identify intercepts where deflection and diversion programs, including upstream programs could be impactful.	
Activities	1. Identify partner to develop program report, based on formalized research analysis	1Q 2023
	2. Develop scope of work and contract	2Q 2023
	3. Identify funding	3Q 2023
	4. Create timeline and workplan for development	3Q 2023
	5. Analysis complete with recommendations to reduce system disparities	1Q 2024
Output	Hot spot communities identified by zip code	
	Ratio of the proportion of misdemeanor and felony jail population that is nonwhite to the proportion of the general adult population that is nonwhite.	
	No. of partners engaged for qualitative and quantitative data	

Goal 9: Create a performance-based action plan to address the drivers of ethnic, racial, and socio-economic disparities in the adult and juvenile criminal justice systems, including utilizing a public health approach for those with underlying and unmet behavioral health needs

Objective	Utilizing the Clark County snapshot, develop strategic initiatives to address disparities	
Description	Identify two to three medium-to-long range activities, with program specific metrics to present to Executive Committee Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	Program initiatives identified to address disparities	
Program Measure	Completion of white paper with discussion on specific priorities for consideration to add to the strategic plan that is data-driven, community engaged and measurable	
Activities	1. Develop formalized plan to submit to the Executive Committee for review	2Q 2024
	2. Create timeline and workplan for each proposal	3Q 2024
	3. Executive Council to identify initiatives to move to full committee	3Q 2024
	4. Move strategic priorities to the full committee for implementation	3Q 2024
	5. Develop implementation plan of approved priorities	4Q 2024
Output	Fewer reports of crime from “hot spots” involving either known offenders or new offenders	
	Trending of first-time offenders receiving less jail time	
	Number of new initiatives that includes populations of focus	

3.4 Address the Dynamic of Domestic Violence in Clark County

Goal 10: Utilizing evidence-based and national best practices, expand and enhance the ability to address the impacts and resource to reduce domestic violence recidivism.

Objective	Impact the number of domestic violence incidents in Clark County, as well as reducing the number of repeat offenders (reducing recidivism)
Description	Identify two to three medium-to-long range activities, with program specific metrics to present to full committee. Research other communities, national best practices, and evidence-based practices across other like counties/cities

Baseline	Program initiatives to address rate of convictions in Clark County Reduce the rate of domestic violence Reduce the rate of recidivism of domestic violence Reduce the number of denials or dismissed cases Reduce the number of domestic homicides	
Program Measure	Data collection strategy to measure performance with targeted intervention Process map for resource coordination and supports for those impacted by domestic violence, to guide resource allocation and services Process map for national best practices and evidence-based practices for counseling requirements and type for those charged with battery domestic violence, to guide resource allocation and individualized supports	
Activities	<ol style="list-style-type: none"> 1. Develop data metrics to measure performance of initiatives 2. Complete process map for resource coordination and supports 3. Identify gaps for resources or services based on the process map 4. Develop proposal to address gaps in services, including potential budgeting required 5. Identify potential funding for resource allocation and services for those survivors/victims impacted by domestic violence 6. Complete process map for evidence-based programs, including certification, fidelity, and best practices to address individuals who are charged with battery domestic violence 7. Identify programs that offer virtual and in person programs and services for court ordered counseling 8. Develop bill draft proposal to provide judicial discretion for program and counseling mandate to be focused on evidence-based assessment, which may include specific types of programming and not a one-size fits all approach. 9. Focused initiative to ensure access to counseling or supportive programs to improve completion 10. Consider proposal for reduction in charges for completion of court ordered program and time for no additional arrests for not less than six-months for those charged with battery domestic violence, 	4Q 2023 2Q 2023 3Q 2023 4Q 2023 4Q 2023 3Q 2023 3Q 2023 3Q 2023 1Q 2023 1Q 2024 1Q 2024
Output	% Of cases dismissed by single domestic victims, with no children (residents) % Of cases dismissed by married domestic victims, with no children (residents) % Of cases dismissed by single domestic victims, with children (residents) % Of cases dismissed by married domestic violence victims, with children (residents) % Of cases dismissed by non-residents % Of offenders that failed to complete counseling % Of offenders that had charges reduced based on completing all requirement No. of programs available for victims and % of victims who attend counseling or services No. of programs available for offenders to complete counseling, including remote and peer No. of domestic violent homicides where previous contact was made with Clark County law enforcement	
	No. and type of certified evidence-based programs that are state certified that offer court ordered programming, at no or reduced cost.	

3.5 Community Court/Reentry Deflection and Diversion Activities

Goal 11: Expand and Enhance Strategic Priorities for Community Court	
Objective	Braid community court and community services to deflect and divert those from the criminal justice system, which focuses on upstream models and services

Description	Identify two to three medium-to-long range activities, with program specific metrics to present to full committee Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	Statistics on the number of individuals served through community court(s) and activities that braid on the same day that services are available Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Program Measure	Develop baseline data correction Document existing program and services	
Activities	1. Develop data metrics to measure performance of initiatives 2. Create process map for community court that focuses on access to services as part of deflection; diversion with dismissed charges; and diversion with reduced charges. 3. Focused initiative to expand and enhance community court deflection and diversion activities, or improve 4. Identify opportunities to reduce the rate of recidivism 5. Prepare strategic priorities for review to the Executive Committee 6. Timeline and funding for proposals	2Q 2023 2Q 2023 3Q 2023 3Q 2023 Ongoing
Output	No. of individuals in community court(s)	
	No. and % of services utilized and needed	
	Type of services and opportunities for upstream activities for deflection	
	Opportunities for deflection and diversion to health and/or human service organizations	
	Co-locating or co-occurring court and community activities occurring simultaneously	

Goal 12: Expand and Enhance Strategic Priorities for Reentry Programs		
Objective	Evidence-based reentry programs expanded or created to meet the needs of the community	
Description	Statistics on the number of individuals who are served through reentry programs Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	Total number of reentry programs, or service directory	
Program Measure	Develop baseline data Document existing program and services, that operate as part of national best practices Create accessible resource guide with verifiable services	
Activities	1. Develop data metrics to measure performance of initiatives 2. Develop resource guide that provides information on types and limits of services and types of services provided (housing, workforce, etc.) 3. Expand and enhance reentry programs that operate with evidence-based practices and fidelity 4. Measure existing community-based programs to determine rate of success by a) identifying the program; b) getting the total served and the number of those that returned to the court system. 5. Identify opportunities to reduce the rate of recidivism through case management, system navigators, or peer supports 6. Prepare strategic priorities for review to the Executive Committee	3Q 2023 1Q 2024 3Q 2023 1Q 2024 1Q 2024 1Q 2024
Output	No. of individuals in reentry programs	
	Services needed for expansion or enhancement, Opportunities to reduce recidivism	
	Directory of available services and requirements, limitations from housing, employment, etc.	
	Opportunities for reduction of recidivism	

3.6 Pretrial Services Activities

Goal 13: Develop standardization and education for the courts related to risk assessment to ensure resources are utilized efficiency and equity in decision-making		
Objective	Court based matrix to ensure education and standardization of risk assessment for equity in pretrial based services	
Description	Improve system improvements and standardization Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	No existing matrix Mixed understanding on NPR scores Mixed understanding on low, moderate, and high-level needs Limited Resources are not utilized efficiently	
Program Measure	Completed matrix, which is standardized and utilized across the court system for equity in pretrial services	
Activities	1. Create a matrix which identifies evidence-based and national best practices for the NPR to support judicial discretion, which provides equity across pretrial	1Q 2023
	2. Establish clear set of definition for use across the system	3Q 2023
Output	100% of Judges in LVJC utilizing matrix as part of decision making	
	Review of cases have judicial justification for deviating from matrix	
	Equity decisions by utilizing evidence-based tools with judicial discretion	

Goal 14: Redirect low-level offender monitoring requirements to focus resources and electronic monitoring on medium to high level offenders in alignment with national best practices		
Objective	Utilize electronic monitoring for moderate to high-level offenders, while setting limitations for low-level offenders to utilize resources effectively	
Description	Low level offenders being focused for electronic monitoring Moderate to high-level offenders having same monitoring Research other communities, national best practices, and evidence-based practices across other like counties/cities	
Baseline	No existing policy	
Program Measure	Equity and parity for low-level offenders through matrix tool, with justification placed on record for those who do not fit within the matrix Moderate to high-level offenders focused for higher level monitoring	
Activities	1. Training and information on Johnson decision through judicial meetings	4Q 2022
	2. Establish policy for low-level offender restrictions, which do not include electronic monitoring	1Q 2023
	3. Focus restrictions and dedicate electronic monitoring on “at-risk” moderate and high-level offenders (based on judicial discretion on the record)	1Q 2023
	4. Develop system wide changes to monitor and track electronic monitoring decisions, including demographics	2Q 2023
Output	Demographics on offenders on electronic monitoring, to include type of crime	
	Rate of recidivism or failure to appear for low level (no electronic monitoring) offenders	
	Rate of recidivism or failure to appear for medium to high-level risk offenders	

3.7 Performance Measures for Annual Report

In addition to the strategic priorities, the CJCC has also identified system indicators for annual reporting to track changes in the programs associated or involving the criminal justice community. Data baselines and metrics exist for some measures, but not all. The CJCC will work to identify existing data or develop pathways to collecting additional data for a county-wide perspective. These measures will be monitored and trended as part of the CJCC's annual plan.

The following are system-wide measures identified as part of this plan:

- 1) Monitor Jail Population to include:
 - a. Total Bookings
 - b. Total Releases
 - c. Inmates Released to Treatment Beds
 - d. Average Length of Stay Awaiting Treatment Beds
 - e. Number of Inmates with Appearances in Competency Court
 - f. Average Length of Stay from Referral to Next Competency Court Date
 - g. Number of Inmates Committed or Releases to Rawson Neal, Lakes, and Stein
 - h. Length of Stay from Pending to Committed or Released to Rawson Neal, Lakes, and Stein
 - i. Number of Offenders on Electronic Monitoring
 - j. Percentage of offenders who are removed from electronic monitoring, without a new case or as a rule violator
 - k. Bookings by Felony, Gross Misdemeanors and Misdemeanors
 - l. Average Length of Stay
 - m. Jail information by demographic
 - n. Pretrial and sentenced population
 - o. Fewer released defendants arrested for new offenses by being connected to appropriate resources
- 2) Recidivism rates established and reduced to at or below national trends
- 3) Increases in the proportion of jail and prison beds occupied by medium to high-risk offenders compared to low-risk offenders (number of individuals residing in jail at various risk levels)
- 4) Fewer law enforcement officers shot or injured
- 5) Few correction officers injured or attacked in CCDC
- 6) Data from outlying courts and jails to incorporate into a county snapshot
- 7) Decreases in emergency-room admissions for SMI, SUD, or COD – diverted to crisis triage and crisis stabilization units through law enforcement and partner interventions
- 8) Increases in the number of people successfully completing court ordered treatment programs
- 9) Percent of court ordered treatment programs being utilized by moderate to high level offenders
- 10) Fewer jail admissions for people with SMI
- 11) Amount of time for competency hearings, transfer to appropriate level of care at state hospital or similar
- 12) Increased victim and community-based participation in the justice system

- 13) Continued monitoring of racial, ethnic, and socio-economic populations engaged with the criminal justice community.
- 14) Development of geographic focused high-crime communities for deflection upstream programs
- 15) Evidence based assessment tools utilized by decision makers (review of judicial decisions through utilization of pretrial NRP)
- 16) Number of individuals released from jail assigned, and % complete reentry programs (demographics)
- 17) Number of programs, services, or activities designed to increase equity among the BIPOC and socio-economic disparate population
- 18) Reduction in the number of domestic violence cases dismissed without completion of programs
- 19) Reduce the number of domestic violence by repeat offenders, and
- 20) Monitoring trends in population and levels of crime by geographic, demographic and types of crimes.

These metrics support the identification of gaps as well as identifying changes in data across systems as new programs, services and collaborations are developed.

Appendix A: Sequential Intercept Map (SIM), October 31, 2022.

Located at the following link or on the CJCC Website, under Clark County Focused Assessments, Data and Reviews in the Document Library.

[CJCC Sequential Intercept Model, October 2022.pdf \(clarkcountynv.gov\)](#)