

DESCRIPTION OF FUNDED ACTIVITIES

The Foundation asks that grantees complete applications for funding in English. You may upload a document in another language to the project document library as a supplement.

The information requested in this section is to describe how you would use grant funds should the foundation approve your application. Please be as specific as possible when answering the questions that follow. If you have any questions, please contact your program officer.

Grant Title: R2206156530

Proposed Start Date: 12/1/2025

Proposed End Date: 12/31/2026

**Amount Requested from MacArthur
(USD \$ only):** \$100,000.00

Funded Activity Details

Overall Project Budget: \$100,000.00

(If you are applying for general operating support, the Overall Project Budget field is not required.)

Significant Other Funders:

N/A

FUNDED ACTIVITY NARRATIVE

SUMMARY OF PROJECT:

The Clark County Criminal Justice Coordinating Council (CJCC) is focused on enhancing the criminal justice system by prioritizing equity and public safety. This involves strengthening communication, coordination, and collaboration among agencies through an equity lens. A key goal is to reduce the jail population, particularly for individuals who do not pose a direct risk to the community. To achieve this, the County is working to expanding pretrial and reentry services with a focus on creating pathways that connect individuals to appropriate social or community services.

To achieve these goals, several key positions and initiatives will be funded at the County level after 2025. The Pretrial Services division is receiving funding for a role that utilizes validated risk assessment tools to determine eligibility for services and programs. The CJCC Director position is incorporated into the general budget to ensure leadership continuity for initiatives beyond 2025. Additional support will be provided to the Public Defender's Office by funding a position dedicated to connecting probationers with appropriate treatment or social services. As part of the Capstone Initiative, it is requested that the Management Analyst position be funded to collect data from all agencies, including law enforcement, courts, and other organizations engaged with the CJCC.

Furthermore, funding will support leadership training and facilitation on integrating equity into strategic priorities and agency activities. The initiative will emphasize developing a shared understanding of equity and establishing actionable, measurable outcomes for the Strategic Plan.

For long-term sustainability, the CJCC will focus on embedding community input into decision-making frameworks and maintaining an equity-focused Strategic Plan with measurable results to track progress effectively.

ORGANIZATION OVERVIEW:

Clark County will serve as the lead agency for this grant, with the Director of the Clark County Criminal Justice Coordinating Council overseeing the activities. As the 13th-largest county in the nation, Clark County delivers a wide range of regional services to over 2.3 million residents and more than 45.6 million visitors annually. Additionally, the County has jurisdiction over Detention Services, District Court, Justice Court, Juvenile Justice Services, the District Attorney's Office, the Public Defender's Office, and the Las Vegas Metropolitan Police Department.

CONTEXT:

To ensure that our site's data and technology infrastructure remains funded and operational independently of the SJC by the conclusion of the capstone grant period, we will continue to work towards integrating court, jail, and county data resources. This will provide a robust, sustainable foundation for continued operations beyond the grant cycle.

Currently, the court and client dashboards in North Las Vegas serve as pilot projects. These dashboards are designed to collect and display critical data related to court cases, client interactions, and outcomes, providing key insights into system performance. To sustain and expand these pilot projects, we will work to ensure that both the technical infrastructure and data management processes are fully integrated into county operations. The CJCC dashboard, developed in collaboration with the Consilience Group, will be transitioned to the county for ongoing maintenance once the current contract ends. This transition will ensure that the dashboard remains operational without relying on external contracts.

We will also advocate for the inclusion of data and technology infrastructure funding in the county's budget to ensure its sustainability. To guarantee the operational longevity of our data and technology infrastructure, we will invest in staff training and development, ensuring that county personnel are equipped to maintain and expand the dashboards and related systems. By leveraging a combination of internal resources, and strategic partnerships, we will ensure that the data infrastructure remains effective, operational, and self-sustaining after the capstone grant period concludes.

There are currently no data systems or processes that rely solely on the SJC for support. All data systems and processes have been designed with sustainability in mind, and we have ensured that they are integrated into the county's broader infrastructure. While the SJC has provided valuable support in the initial stages of development, we have taken steps to ensure that the responsibility for these systems and processes will be transitioned to the county by the end of the grant period.

By the end of the grant period, we will have assumed full ownership of these systems and processes, ensuring they are independent of external support. This transition will be supported through ongoing staff training, internal capacity building, and securing funding through the county's budget or other external sources to guarantee that these systems continue to function effectively and serve their intended purpose.

To ensure the successful transition of data systems and processes to county ownership by the end of the grant period, we will require specific support from site coordinators and providers in several key areas. The first being technical support during the transition to troubleshoot issues, optimize system performance, and ensure a smooth handover. We will also need support in developing evaluation frameworks and performance metrics to measure the success and impact of the dashboards. TA providers can help define KPIs and set up processes for regular evaluations, which will guide system improvements and ensure alignment with long-term goals. With this support, we can ensure the data systems are fully transitioned to county ownership, remain sustainable beyond the grant period, and continue to support criminal justice reform efforts in Clark County.

DESCRIPTION OF FUNDED ACTIVITIES:

To tackle sustainability in Clark County, Nevada, both for implementation strategies and its reform infrastructure, several key challenges likely need to be addressed:

1. Resource Constraints and Capacity Building

· **Challenge:** Clark County, like many regions, faces challenges in terms of limited resources (financial, human, and technological). This can impact the ability to scale and sustain sustainability programs. Insufficient capacity for local government and non-profit staff to manage and execute long-term reform efforts can lead to initiatives fizzling out or not reaching their full potential.

· **Solution:** To address this, a focus on increasing local capacity through training programs, strategic partnerships, and leveraging community-based organizations can provide long-term sustainability. Additionally, creating a clear pipeline for future funding through grants, donations, or public-private partnerships could help bridge resource gaps.

2. Data Collection and Evaluation

· **Challenge:** Collecting, managing, and using data effectively is a barrier to sustaining initiatives. Clark County faces difficulties in tracking progress, measuring outcomes, and ensuring the accuracy of data needed to inform decisions.

· Solution: Strengthening data systems and ensuring cross-agency collaboration for consistent data sharing could enable more informed decision-making. Providing training to local entities on data collection and analysis, and creating clear frameworks for evaluation, will also help make sustainability efforts measurable and adaptable.

3. Stakeholder Engagement and Collaborative Decision-Making

· Challenge: Building and maintaining meaningful partnerships is another major challenge. There are silos within local government, businesses, and community organizations, which hinders collaborative decision-making. Diverse stakeholders have conflicting priorities, making it harder to align goals for sustainable practices.

· Solution: Developing a framework for inclusive stakeholder engagement, where all voices are heard and goals are aligned, is essential. A focus on transparent communication, shared vision development, and joint accountability structures will foster stronger partnerships. Additionally, addressing any systemic barriers to collaboration—such as differences in organizational cultures or priorities—is key.

The primary challenges for sustainability in Clark County, Nevada, are resource constraints, data collection and evaluation difficulties, and the need for stronger collaboration among stakeholders. Addressing these issues will require capacity building, the development of data systems, and fostering inclusive decision-making structures.

Addressing these challenges will require continued support from site coordinators and TA providers. Their role will be essential in discussing additional funding opportunities, supporting partnerships with local businesses and organizations, and guiding the development of training programs to strengthen local capacity. TA providers can also assist in the review of our data collection systems and processes, creating monitoring and evaluation frameworks, and ensuring

effective data-sharing protocols across agencies. Additionally, site coordinators can help bring stakeholders together, facilitate collaborative discussions, and support and feedback on the overall comprehensive plan and success.

RESULTS:

To document the work of our site effectively and support future leaders, staff, and stakeholders, we will develop three key types of summative materials. First, we will continue to create a comprehensive end-of-project report that summarizes the project's goals, key activities, outcomes, challenges, and lessons learned. The report will include an executive summary, documentation of decisions made along with their rationale and impact, demonstrating progress, and an analysis of obstacles encountered with the strategies used to address them. The report will serve as a historical record and a valuable resource for future leaders to understand the strategies and outcomes of past efforts.

Second, we will continue to use an onboarding presentation for new staff and stakeholders. This resource provides an overview of the project's mission, vision, and core objectives, along with explanations of key roles and responsibilities. Additionally, it will highlight best practices, proven strategies, and tools that were effective during the SJC, and include links to key documents, data dashboards, and contact information. The goal is to ensure continuity of knowledge and facilitate smooth transitions for new team members.

Third, we continue to utilize the progress dashboard established during the project. This documentation will include recurring tasks, explanations of significant decisions along with implementation guidelines, and compliance checklists to ensure adherence to relevant standards. By providing clear and accessible references, this resource will help maintain consistency in operations and decision-making over time.

To accomplish these activities, we will need specific support from site coordinators and TA providers. Site coordinators can assist by providing insights into onboarding challenges and current practices. Additionally, their expertise in creating interactive and engaging training materials will be essential in developing comprehensive onboarding resources. Meanwhile, TA providers can offer valuable guidance on structuring reports effectively, identifying key metrics, and formatting documents for clarity and usability. With their combined support, we can ensure that these summative materials are thorough, user-friendly, and capable of sustaining the progress achieved during the SJC.

LEADERSHIP:

Our plan to empower the community as active partners in ongoing reform work involves a multifaceted approach. First, we will continue to establish transparent communication channels by holding our regular CJCC meetings, and maintaining online platforms to keep the community informed about reform progress. This will enable community stakeholders to provide meaningful feedback and stay engaged. Additionally, we will continue to invite community

members to participate as voting members within the CJCC, to ensure that various perspectives are integrated into reform planning and decision-making processes.

To further encourage active participation, we will implement participatory decision-making practices allowing community members to express their priorities and concerns directly. To ensure that our reforms remain responsive to community needs, we will develop feedback mechanisms, such as focus groups to gather continuous input. Specifically, there will be a pilot project in North Las Vegas brining community members directly to the table with criminal justice practices.

To accomplish these goals, we need training from site coordinators and TA providers on best practices for community engagement and participatory decision-making. Technical assistance for data collection and analysis will help us understand community feedback more effectively. Lastly, we would seek feedback for managing workshops, meetings, and advisory board sessions, ensuring that these forums are productive and inclusive.

LEARNING & EVALUATION:

The Subcommittee on Racial, Ethnic, and Socioeconomic Equity plays a critical role in advancing equity within the Clark County criminal justice system. Its primary focus is to identify and recommend policies and programs that address disparities, ensuring that the justice system fairly represents and serves all community members. Recognizing that racial, ethnic, and socioeconomic inequalities are deeply embedded in the system, the subcommittee's work aligns with the CJCC goal of promoting equity as a core component of criminal justice reform and public safety strategies.

A key aspect of the subcommittee's approach is fostering an ongoing and in-depth understanding of different forms of racism—institutional, structural, interpersonal, and individual. By distinguishing these forms, the subcommittee aims to develop a shared comprehension of equity concepts among justice system stakeholders. This continuous learning process is essential to creating meaningful and lasting reforms. The principles of equal protection and equal justice guide these efforts, emphasizing the need to acknowledge and address the racial disparities that pervade various stages of the criminal justice process. These disparities often result in minorities being disproportionately represented among both victims and offenders.

The subcommittee's efforts also focus on differentiating disparities caused directly by the criminal justice system from those stemming from external societal factors. This distinction is vital for implementing effective solutions that target the root causes of inequality. To address these challenges, the subcommittee emphasizes resource allocation recommendations that can mitigate the socioeconomic inequalities contributing to different crime rates across communities. Part of this approach includes exploring opportunities to support deflection programs in high-risk areas, which aim to redirect individuals away from the justice system and towards support services, reducing recidivism and promoting community well-being.

Additionally, the subcommittee prioritizes the use of data-driven strategies to measure and analyze the impact of reforms. By closely monitoring and analyzing data on race, ethnicity, and socioeconomic factors, the subcommittee can identify trends and evaluate the effectiveness of implemented policies. This evidence-based approach ensures that strategic priorities are informed by reliable data, enhancing accountability and transparency within the justice system.

Engagement with the community is another cornerstone of the subcommittee's strategy. By collaborating with community members—particularly those with lived experiences of the justice system—the subcommittee ensures that reforms are both impactful and aligned with the needs and perspectives of the communities they serve. This inclusive approach not only builds trust between the justice system and the community but also enriches the reform process with practical insights.

In summary, the Subcommittee on Racial, Ethnic, and Socioeconomic Equity is dedicated to dismantling systemic disparities through a combination of continuous education on equity, data-driven policy recommendations, strategic resource allocation, and active community engagement. These efforts aim to build a more just, equitable, and representative criminal justice system in Clark County.

To achieve the goals of the Subcommittee on Racial, Ethnic, and Socioeconomic Equity, we need support from site coordinators and TA providers in several areas. First, assistance with data collection and analysis is crucial for tracking racial, ethnic, and socioeconomic disparities within the criminal justice system. This includes help with designing data dashboards, analytics tools, and training for staff to interpret the data. This is currently being done in North Las Vegas with two separate pilot programs.

We would also benefit from training for subcommittee members, justice system personnel, and community stakeholders on equity concepts, such as institutional, structural, interpersonal, and individual racism. TA providers could facilitate workshops and provide resources to build a shared understanding. Support in policy development would be of benefit to refine policies that promote equity, such as resource allocation and deflection programs.

Community engagement strategies and tools are essential to ensure that the perspectives of those with lived experiences are included in reform efforts. We would benefit from guidance in organizing inclusive forums, focus groups, and surveys, as well as financial resources for outreach.

SUSTAINABILITY / NEXT STAGES:

To ensure the financial sustainability of essential personnel, particularly those responsible for coordinating across agencies and stakeholder groups, a comprehensive plan has been developed. The Pretrial Court Compliance Officer position will be transitioned to the General Fund, providing consistent and long-term funding beyond temporary grants. This move ensures that the Compliance Officer can effectively manage pretrial programs and facilitate coordination between the court and other agencies without financial interruptions.

Similarly, the Director position has already been moved to the General Fund, securing its financial future and enabling the Director to focus on strategic planning, inter-agency coordination, and stakeholder management. This stability is crucial for maintaining leadership and oversight across various initiatives.

The Management Analyst position, currently funded through a grant, will also be transitioned to the General Fund once the grant expires. In the meantime, the grant will be maximized to develop processes, gather data, and demonstrate the role's value in enhancing data management and

decision-making. To support this transition, a cost-benefit analysis will be prepared to justify the need for permanent funding, highlighting the efficiencies and benefits provided by the Management Analyst.

Additionally, to secure the sustainability of these positions, multi-year budget forecasting will be conducted to ensure the General Fund can accommodate them. Data-driven justifications will be presented to decision-makers, emphasizing how these roles improve efficiency, compliance, and inter-agency collaboration. Engaging stakeholders early on and exploring supplemental funding opportunities, such as additional grants or cost-sharing options, will also be part of the strategy to reduce the financial burden on the General Fund. This comprehensive plan aims to provide financial security for these key positions, ensuring ongoing coordination and effective management of pretrial and compliance-related activities. No additional positions require funding at this moment.

To successfully transition and sustain funding for key positions, specific support is needed from site coordinators and TA providers. Site coordinators can assist by gathering detailed data on program outcomes, efficiency improvements, and compliance rates, which is essential for justifying the transition of the Management Analyst position to the General Fund. Additionally, they can help communicate the impact of these roles to stakeholders and decision-makers, emphasizing the value of sustained funding. Providing feedback on operational challenges and successes linked to these positions will also strengthen the case for their continued support.

From TA providers, support is needed in managing the current grant funding effectively, including budget optimization and compliance. Guidance in preparing a comprehensive cost-benefit analysis will be crucial to demonstrating the long-term savings and efficiency gains these roles provide. Furthermore, offering training on best practices in data management, reporting, and inter-agency coordination would help showcase the effectiveness of these positions. Collaborative support from both site coordinators and TA providers will be essential to ensure a smooth funding transition and to secure the financial sustainability of these key roles.

PAST PERFORMANCE:

Over the next two years, the capstone funding will be strategically allocated to support key personnel, enhance professional services, and facilitate training and networking opportunities, all of which directly align with our capstone goals. A portion of the funds will be used to partially cover the salary and benefits of the Management Analyst position during the grant period, bridging the gap until this role is fully transitioned to the General Fund. This support will enhance data management capabilities, improve reporting accuracy, and streamline inter-agency coordination, helping us maintain effective data-driven strategies for pretrial management. Additionally, capstone funds will be utilized to engage experts for process evaluations, system audits, and data analytics will help identify operational gaps and recommend best practices, directly supporting our objective of leveraging expert insights to strengthen program effectiveness.

A portion of the budget will also be dedicated to covering travel and registration costs for staff to attend specialized training sessions, conferences, and networking events focused on best practices, data analytics, and compliance strategies. Equipping staff with the latest knowledge and skills will foster continuous improvement and effective program management, while networking with other jurisdictions will facilitate the exchange of successful strategies. Additionally, any

unspent funds from previous awards will be applied strategically to cover immediate needs, such as initial costs for professional services and training. This approach ensures that existing resources are maximized before drawing

further on the capstone grant. By allocating the capstone funding in this manner, we aim to build capacity, sustain essential roles, and enhance the efficiency of our pretrial management systems, setting a strong foundation for long-term sustainability and continuous improvement.

RETIRED FIELDS

On June 2, 2017 we updated the grant application form, retiring the fields shown below. Information submitted prior to the June 2017 change is retained here for reference. Grantees cannot see these fields.

APPROACH:

POLICY IMPLICATIONS:

QUESTIONS REGARDING USE OF FUNDS

Please note that the Foundation's Intellectual Property policy applies to all grantees. We recommend that you review the policy [here](#).

The questions in the following section are about how grant funds may be distributed, how research will be conducted and where grant activity will take place. They may not be applicable to your proposed work, but in cases in which they are, your answers will assist foundation staff in understanding the documentation and oversight your grant may require.

Compliance with Anti-Discrimination Laws and Furthering Racial Justice

We are asking the following questions as part of the Foundation's efforts to further racial justice in an evolving legal environment. For more information, you can read our memorandum on this topic, which is posted in the Document Library accessible on grey portal menu to your left. The questions are designed to ensure that we can work together to identify and address potential legal risks arising from your proposal so we can pursue our respective goals. In answering this question, you should consult with others at your organization or your counsel who would have access to the information necessary to answer it accurately. If you prefer to answer these questions orally, please contact your program officer for a conversation.

Does the project or activities to be funded by the proposed grant **limit** eligibility or participation to persons of specific races or ethnicities or **exclude** persons based on their race or ethnicity?

No

In determining who may participate in the activities/project to be funded by the proposed grant or benefit therefrom, do you give **priority** to any person(s) on the basis of race or ethnicity?

No

Payments Made to Individuals or Entities Not Employed by Your Organization

NA

Re-Grants

Will MacArthur funds be used to support individuals or organizations whose work is not under the supervision of your organization?

Funds support unsupervised entities: No

Scholarships / Awards

Will MacArthur funds support scholarships or awards?

Fund scholarships / awards: No

Travel

Will MacArthur funds be used to make payments to or on the behalf of meeting participants/attendees who are not employed by you and who are not providing a specific service to you?

Fund individual travel reimbursement: No

Geographic Focus of Work

Las Vegas, NV

Locations Under Sanction

Will MacArthur funds support activities taking place in locations under US sanction? (See <http://www.treasury.gov/resource-center/sanctions/Programs/Pages/Programs.aspx> for a complete list of countries.)

Locations under US sanction: No

Research

Will this project support research? No

Activities in the US / Non-US Organizations

For organizations NOT based in the US, will grant funds be used to perform activities in the US such as fiscal agent duties, meetings, research or conferences?

If you are a U.S. based organization, select "No".

Funds for fiscal agent duties, research or conferences: No