

Data-Driven Approach to Protecting Public Safety, Improving and Expanding Rehabilitative Treatment and Services, and Advancing Equity Through Alternatives to Incarceration

Preliminary Report

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SANDAG

Table of Contents

Project Goals and Research Questions	2
Project Goal 1	2
Project Goal 2	4
Project Goal 3	9
Project Goal 4	13
Community Engagement	14
Project Timeline	16
Review of County Actions to Date	18
SANDAG Accomplishments to Date	20
SANDAG Overview and Qualifications	21
CJRD Experience and Partnerships	21
CJRD Evaluation Philosophy	22
CJRD Experience with Different Types of Data	23
CJAD Experience Managing and Analyzing Data	24
SANDAG Key Staff and Qualifications	25
Examples of Relevant SANDAG Work	30

Project Goals and Research Questions

Project Goal 1

Produce a data driven analysis on how the use of jails changed from pre-COVID-19 versus during COVID-19, with a focus on identifying policy interventions that would cost effectively, safely, and permanently reduce the San Diego jail populations.

To address this goal, data will be analyzed to answer five research questions:

1. How did the jail population change between January 1, 2018, and December 31, 2021 in terms of highest booking charge (i.e., felony/misdemeanor), charge type (i.e., violent, property, alcohol/drugs, quality of life, other), demographic characteristics (e.g., gender, race/ethnicity, age), geographically, and assessed need (e.g., housing status, mental health, substance use)? (SOW 3.1 and 3.5.5)¹
2. How did the proportion of the jail population that was detained pretrial status, sentenced, or in custody on supervision violations, holds, or other statuses vary over time and by race/ethnicity? (SOW 3.5.2)
3. What are the assessed mental and behavioral health needs (including substance use and mental health acuity level) of individuals in custody and how have they varied over time, by booking charge, booking reason, and race/ethnicity? (SOW 3.5.3)
4. How did the length of detention vary over time and by other factors available for analysis (e.g., booking charge, booking reason, mental health status, and race/ethnicity)? (SOW 3.5.3)
5. What type of county-funded behavioral health services (e.g., mental health and substance use) did detained individuals receive within the 18-month period prior to their first incarceration (as identified through data analyses) and how was this related to later justice system involvement? How did receipt of services relate to an individual's race/ethnicity? (SOW 3.5.4)

The data to be obtained regarding the characteristics, needs, treatment service history, and booking history of individuals booked into one of the three San Diego County booking facilities (San Diego Central Jail, Vista Detention Center, and Las Colinas) will be accessed through the Multi-Agency Interface (MAI), a data portal that includes local public safety data from the San Diego County Sheriff's Department,

¹ To ensure that all of the required elements described in the Scope of Work (SOW) for this project are included, reference is made throughout this Preliminary Report to the SOW item as possible.

San Diego County District Attorney's Office, San Diego County Probation Department, San Diego County Behavioral Health Services (BHS), and the San Diego City Attorney's Office. In 2017, SANDAG entered into a Memorandum of Agreement (MOU) with the County that outlined the data sharing terms and agreements. One included term was that all SANDAG staff with access to these data must undergo Level 1 background checks through the San Diego County Sheriff's Department and attend CORI/CLETS training. Since being granted access, SANDAG's Criminal Justice Research Division (CJRD) has utilized this database and provided feedback regarding data for five different County projects, including two Bureau of Justice Assistance (BJA) grants (to evaluate a Probation program entitled Successful Treatment And Reentry (STAR) and the San Diego City Attorney's Community Justice Initiative or CJI program), a Board of State and Community Corrections (BSCC)-funded evaluation of Proposition 47-funded County and City of San Diego programs, a National Institute of Justice (NIJ)-funded evaluation of the San Diego County Sheriff's Department Veterans Moving Forward (VMR) program, and a County-funded deep dive on the AB 109 population in San Diego County.

In terms of data analysis, descriptive (e.g., frequencies, measures of central tendency, measures of variability) and inferential (e.g., Analysis of variance, t-tests, Chi-squares, regression analyses, time series analyses) will be used to answer the research questions posed above. Before any time series analyses are conducted, SANDAG will work with project partners to verify how different time groups will best be demarcated to reflect policy changes at the regional and possibly municipal level that could affect the pattern of data, including policies directly related to COVID-19. Data visualization techniques in R, Python, and Power BI, as well as maps in ArcGIS will be used to determine patterns of data. Conclusions from these visualizations, coupled with statistical analyses, will be shared with stakeholders for interpretation before they are finalized. Analysis outputs will include, but not be limited, to the following:

- Cross-tabulations that compare the percentage of all bookings by offense, type, level, individual demographics, and other characteristics (e.g., age, gender, race/ethnicity, location, housing status, mental health need, substance use need); comparisons will be constructed over the agreed upon time periods between January 2018 and December 2021.
- Measures of central tendency (e.g., mean, median, frequency tables) and variability (e.g., range, standard deviation) regarding the number of bookings and length of time in custody; comparisons will be constructed over time in these measures and by individual characteristics as appropriate/possible.

- Cross-tabulations that compare the percent of individuals booked into jail that have received different types of County-funded services (e.g., substance use disorder level of care, mental health services, and hospitalizations); comparisons will be constructed over the agreed upon time periods.
- Geographical information will be analyzed at the ZIP code or community level with aggregation by County supervisorial district as the data permits to understand where in the County individuals who have been booked into jail over time reside.

In terms of data assumptions and limitations, as with any archival data analysis, the conclusions that can be reached from the data are only as good as the availability and quality of the data (as noted in SOW 3.5). As such, it is important to acknowledge that much of these data are compiled for practical purposes and not research. In addition, any time that data are matched over time and across systems there is the potential for error when data are matched that should not be, and data that should be matched are missed. These limitations are mitigated because of SANDAG's experience with the MAI and San Diego County justice system data and demonstrated ability to clearly outline the limitations of conclusions that can be reached.

Project Goal 2

Identify the primary policy drivers of reduced incarceration rates during COVID-19, conduct a population sub-analysis by demographics and geography for the population affected by these policy changes, analyze public safety outcomes associated with these short-term changes in incarceration policy, and recommend policy changes to safely and permanently reduce jail populations and better protect public safety with alternatives to incarceration.

To address this goal, data will be analyzed to answer four research questions:

6. What were the primary policy change drivers of reduced incarceration (e.g., zero-dollar bail, change in supervision violation policies, early release from custody) between January 2018 and December 2021 that affected jail populations and how did crime outcomes change in communities across the county? (SOW 3.2, 3.3, and 3.5.1)
7. What type of contact and for what types of offenses (including if serious or violent) did individuals (as described in SOW 3.6) not detained during COVID-19 due to policy changes have with law enforcement in the community (e.g.,

citations, arrests, bookings), compared to an equitable, matched control group? (SOW 3.5.6)

8. What are the opinions and perceptions of public safety partners and community-based stakeholders regarding COVID-19-related policy changes and the effect on individuals and the community? (SOW 3.9.1, 3.9.2, and 3.9.3)
9. What recommendations for policy change to safely reduce jail populations and better protect public safety through alternatives to incarceration, including what addition services and supports may be needed, should be made, based on data and public safety, social service, mental and behavioral health partners, and community, including people with lived experience, input? (SOW 3.4, 3.7.4, and 3.7.9)

This research goal will involve both qualitative and quantitative data, as well as a deeper analysis of the populations of interest as outlined in the SOW.

To understand the policies that affected who was detained in local jails during the pandemic, it will be necessary to document all the policies/procedures that changed at the state level in terms of zero bail policies and early releases from custody, as well as those at the local level who the Sheriff Department released early from jail, who was not booked into jail, who were permitted to be under some type of community supervision, and who were diverted to some other type of specialized program or court. SANDAG will utilize in the analysis information already compiled by the County to answer this question and will supplement it with insight and feedback from the Working Group (which is described later in this report).

For research question 6 and crime statistics, CJRD will also gather crime statistics from legacy datasets that are analyzed annually to create the SANDAG Annual Crime Bulletin. In addition, new crime statistics will be gathered from ARJIS for the region, to measure potential changes in crime outcomes across the region before and after COVID-19. Crime statistics for legacy projects exist for violent crime, property crime and status offenses, while new crime statistics may be more extensive due to the regional transition from the Uniform Crime Reporting Summary Reporting System (UCR SRS) to the National Incident Based Reporting System (NIBRS) and the California Incident Based Reporting System (CIBRS). Data elements will include, but may not be limited to, the offense code, highest charge, crime category, the UCR code and/or the NIBRS code, and several others as time and the data permit.

For research question 7, the focus will be on (but not necessarily limited to) those populations outlined in Section 3.6 of the scope of work, including those individuals who would have previously been arrested for non-violent offenses including public

intoxication, encroachment, loitering, and illegal lodging (and possibly others as the project plan is finalized), pre-trial defendants who would have otherwise been booked into jail but were not because of COVID-booking policies, individuals who were permitted to remain out of custody on Sheriff's pre-trial County Parole and Alternative Custody, individuals who were released from custody and monitored on Sheriff's Pretrial services, and individuals diverted through Mental Health Diversion and other collaborative court options (e.g., Parole Re-Entry Court, Drug Court, Veteran's Court, and Behavioral Health Court). To measure recidivism for these individuals, data regarding contact with law enforcement (e.g., citations, arrests) will be obtained from the eleven local law enforcement agencies through the Automated Regional Justice Information System (ARJIS), the regional data clearinghouse for these statistics, because these data are not currently in the MAI. Other measures of recidivism, including bookings into jail, cases filed, convictions, and community supervision by Probation will be available from the MAI.

SANDAG will work with project partners to determine what the most equitable and robustly matched comparison groups will be for the five population groups of interest (i.e., those who committed minor/quality of life offenses, pre-trial defendants, those permitted to remain out of custody, those released early from custody, and those diverted or who participated in a collaborative court). This will entail first documenting who the "treatment" groups will include for each of these five populations, including what the source of the original identification will be (e.g., those with minor/quality of life offenses will have to be identified from law enforcement records while those who were released early from custody will be identified from Sheriff's JIMS records), as well as the timeframe to be studied so that a suitable follow-up period for continued justice system contact can be included (e.g., if individuals in the "treatment" group are sampled from April 2020 to April 2021, then recidivism could be tracked for 6 to 18 months for these individuals). After this identification, possible comparison groups will be selected, which most likely will require a historical comparison and statistical procedures (e.g., propensity score matching) to ensure that the "treatment" and comparison group were as well matched as possible on agreed upon key variables that could include age, gender, race/ethnicity, and prior justice system contact. Identification of these groups will also be dependent on submitting a data request to the ARJIS Business Working Group (BWG) in a timely manner. ARJIS has been part of SANDAG since 2003 and the CJRD staff have strong working relationships with crime analysts and records staff at each of the agencies. CJRD staff also have worked on creating data sharing policies and procedures with the agencies and have extensive experience completing these types of requests and responding to concerns that may arise regarding access to the data. ARJIS data will not only be used to identify some of the populations of interest, but it will also serve as the source of law enforcement contacts with individuals in the populations prior to booking into jail or any

prosecution. For booking and prosecution information, data from the MAI described in SOW Goal 2.1 will be used to access data from the Sheriff's JIMS system, District Attorney's databases, City Attorney's databases, and Probation's Case Management System (PCMS).

For research question 8, the input from stakeholders² through an online survey and a series of six community forums will be solicited. Questions to be asked will be informed from literature reviews and information gained from previous studies, project partners, as well as data compiled for this effort prior to survey and focus group guide design. Potential questions will pertain to the effect that detention has on an individual and those he/she/they are connected to, how different policy changes have affected those in the community, and which policies result in both the short- and long-term good for individuals and communities.

SANDAG will share the survey regionally in electronic format, with its strong database of contacts, as well as other partnerships with the Reentry Roundtable, SANDAG Public Safety Committee, Census 2020 Outreach groups, the SANDAG Community-Based Organization (CBO) working group, social media (e.g., Facebook, Instagram, Twitter), and other channels in cooperation with the County's Public Safety Group (PSG), the Working Group, and the Advisory Group (described later in this report). In addition, SANDAG will also leverage other County and County-funded resources to engage individual-level feedback, including 211, the County's Office of Equity and Racial Justice, and any standing advisory groups that the Sheriff's Department, District Attorney's Office, HHS, or Public Defender's Office may already have in place.

Groups and individuals that will be included in the survey and community forums will include, but not be limited to incarcerated and formerly incarcerated individuals, as well as those with lived experience, local community-based re-entry, alternatives to incarceration, and recidivism experts and service providers (e.g., housing, substance abuse, re-entry, mental and behavioral health, veteran services, domestic violence, parenting, immigration), public safety partners (District Attorney, local law enforcement agencies, Sheriff's Department, Public Defender, the judicial and presiding judge, San Diego City Attorney); Health and Human Services leadership, criminal justice reform advocates, and County Board of Supervisor's offices.

The survey instrument will be created in SurveyMonkey, but paper copies will be made available to individuals upon request. The survey will be translated into Spanish and if requested, additional languages (SANDAG has on-call translation services). All responses to the survey will be confidential and anonymous. Community forums will be held virtually to facilitate participation, with a focus by

² Additional information regarding the specific community engagement plan is provided later in this report.

region (e.g., South/East, Central, North), as well as countywide. Community forums will be led by a trained facilitator with the public able to make public comment and also share feedback prior to the forums in written format. Data collected to date, including the surveys, will be shared at these forums.

Research question 9, the creation of recommendations, will be addressed through an iterative process of sharing data compiled to answer other research questions with public safety stakeholders and the community.

In terms of analysis, descriptive (e.g., frequencies, measures of central tendency, measures of variability) and inferential (e.g. Analysis of variance, Chi-squares, logistic regression, time series) analyses will be used to answer the research questions posed above. As with the previous set of questions, for quantitative data, data visualization techniques in R, Python and Power BI, will be used to determine patterns of data and conclusions from these visualizations, coupled with statistical analyses, will be shared with stakeholders for interpretation before they are finalized. Analysis outputs will include:

- Content analysis to summarize the feedback shared from the stakeholder surveys. A similar technique will be used to analyze the community forum feedback and the themes that are shared by the different groups of stakeholders.
- To compare the different population groups of interest to a comparison group, a power analysis will be done in which the expected effect size, with the input of project partners, will be used to determine the minimum number of individuals needed to measure to detect any effect size difference, should one exist. Once propensity score matching is done to create the comparison groups, as previously described, the groups will be compared using cross-tabulations (chi-squares) for nominal data and t-tests and/or ANOVAs for interval and ratio level data. Additional regression and multivariate analyses will be conducted (e.g., logistic regression) to determine which measured factors can be isolated to explain differences between the two groups.
- To identify if there are any factors related to participant recidivism (e.g., criminal history, employment status, gender, mental illness history, etc.), CJRD staff will attempt to build a multivariate predictive model using suitable model selection approach. This prediction model results when supplemented with traditional criminology theory and statistical analysis proposed could be helpful to understanding what factors can be predictive of future behavior of individuals in consideration.
- For the interviews, frequencies for the quantitative data will be presented, as well as cross-tabulations by factors that could include the characteristics of the survey

respondent. Measures of central tendency and variability will also be presented as appropriate. Open-ended responses will be coded as described previously and summarized using a similar content analysis framework.

- Crime statistics will be analyzed by jurisdiction, and/or at the community level, and analyzed for percent change increases by crime type, as the data permits, both before and after COVID and before and after relevant programmatic interventions which may have been implemented differently across the region.

In terms of data assumptions and limitations, it is important to note that because random assignment to conditions will not be possible, it could be the case, especially with a historical comparison group, that other factors will vary between the two groups that limits the ability to assume causation. This could include law enforcement's response to a behavior (e.g., give a citation or make an arrest, but they do not make any formal record of the incident in recent times), as well as the varied opportunity to commit a crime pre- versus during the COVID-19 pandemic. It is also important to note that the groups of interest are not mutually exclusive (i.e., an individual could be in more than one population of interest). This will be documented and accounted for to the degree possible in the statistical analysis. For the surveys and community forums, it is always possible that the sample who share their perspectives do not represent a random sample of the population. There is also the possibility that individuals will not share their opinions fully or that the pattern of questions may bias responses in some way. Steps will be taken to disseminate the survey and community forum opportunities extensively to mitigate the first risk, as well as strategically placing and wording questions, and also offering continual opportunities for feedback throughout the project. For the second, efforts will be made to elicit the most candid and honest feedback from participants in both the survey and the community forums to ensure a diverse group of individuals engage in both opportunities to share their thoughts, feedback, and recommendations. Finally, issues with archival data that were previously noted will also apply here where law enforcement and data from the MAI will need to be further matched.

Project Goal 3

Develop a set of comprehensive service recommendations for short- and long-term actions and investments to expand access to alternatives to incarceration for justice involved individuals who do not pose a public safety threat.

The four research questions to be addressed for this goal include:

10. What County-funded services are available, what type of services do they provide, and where are they located? (SOW 3.7.5)
11. What rehabilitative and restitutive program needs does this population have and how do needs vary by other characteristics? (SOW 3.7.6)
12. What are the gaps in services and facilities for justice involved individuals who are unhoused or homeless, face substance use challenges, struggle with mental and behavioral health needs, are youth or young adult offenders, or are otherwise strong candidates for diversion programs and alternatives to incarceration? What are barriers and limitations to receiving services? (SOW 3.7.5)
13. What has been found to be successful in terms of reducing the incarcerated population and addressing their underlying needs? What services and programs have been identified as best-practice or promising in reducing criminal justice involvement? What strategies are most effective for engaging clients who are resistant to services? What effective programs or practices in San Diego County can be expanded or started to support alternatives to incarceration? (SOW 3.7.1, 3.7.2, 3.7.3, 3.7.7, and 3.7.8)

This research goal will take a multi-faceted approach to understanding service gaps and developing recommendations in the region. CJRD will conduct a complete inventory of available services which address the underlying needs of individuals with a history of justice system contact. Next CJRD will determine how these services compare to the needs of individuals and compile best-practices from other jurisdictions regarding effective and promising policies and programs. Additionally, CJRD will assess which local programs could possibly be expanded and make recommendations based on these analyses.

Data for the inventory of services in the County will be focused on those provided by the County, or which are supported with County funding. To access these data, SANDAG will work with the County's BHS, building off any data available in the MAI or also possibly available through 211, to compile data in a format to be analyzed (including collecting additional information as needed) that includes the location where services are provided; the number of individuals served in a one-year time period (calendar or fiscal year depending on the most consistently available timeframe possible); how many individuals are offered the service but do not engage; the characteristics of the population that is served, including any specialized focus; the types of services that are provided; the duration of program services; the exit and completion status of participants; and to the degree possible, data metrics that are available regarding program outcomes.

To be able to conduct a service gap analysis, data are needed about what services are needed, compared to those that are available. Service need data will be captured from assessment data compiled from the Sheriff's Department and Probation Department for individuals in 2018, 2019, 2020, and 2021 that is available in the MAI that will be compiled as part of the data extraction process that was part of SOW Goal 2.1. To supplement this, SANDAG will include service need questions in the surveys and focus groups, as appropriate, that are included in SOW Goal 2.2. These questions will include their perception of need as it relates to employment, housing, substance use, relationship/family, criminal thinking/behavior, financial concerns, spiritual/personal development, education, peer influence, mental health, transportation, trauma informed, and healthcare; whether these needs have been met through services that are available; if they have not been met, their perceived reasons why; and if they have suggestions regarding how services could be modified to better meet their needs.

In terms of best practices, data will be compiled through a thorough review of both published journal articles that include peer-reviewed and scientifically rigorous evaluations, as well as practitioner groups and publications and other sites that review and document proven and promising programs (e.g., Blue Print Models, CrimeSolutions). To facilitate this effort, a standardized form to track key variables and outcomes across programs will be created in partnership with project partners that includes the type of program/policy, the population targeted through it, measured outcomes, program cost, and lessons learned from the implementation.

In terms of analysis, descriptive (e.g., frequencies, measures of central tendency, measures of variability) and inferential (e.g., Analysis of variance, Chi-squares, regression analyses, time series analyses) will be used to answer the research questions posed above. As with the previous research questions, for quantitative data, data visualization techniques in R and Power BI, will be used to determine patterns of data and conclusions from these visualizations, coupled with statistical analyses will be shared with stakeholders for interpretation before they are finalized. Analysis outputs will include:

- Data documenting service availability, the data that are compiled will be presented both descriptively (frequencies and cross-tabulations), as well as visually using ArcGIS software to create maps to show the availability of services around the San Diego region. ESRI Story Maps allows for stationary narration (e.g., similar to a cover page) and/or embeds interactive maps to show data splices.
- To determine if services that are needed are available in San Diego County, the data from the different datasets (needs as measured by assessment and survey responses, service availability as measured from the MAI and supplemental surveys from providers) will be compared to document gaps in service

availability, including the types of service, intensity of service, and populations served. GIS mapping and feature class analyses will be used to determine if services are geographically available in the areas of greatest need and if they are truly accessible to those in need. It should be noted that SANDAG will use the Sequential Intercept Model (SIM) to help identify resources and gaps in services, including the community (Intercept 0), law enforcement (Intercept 1), initial detention/court hearings (Intercept 2), jails/courts (Intercept 3), re-entry (Intercept 4), and community corrections (Intercept 5).

- The analysis of best practices and policies will be primarily qualitative in nature, highlighting what has been successfully implemented in other jurisdictions, as well as locally, taking into consideration the feasibility and applicability of a similar implementation (or expansion) in San Diego County.

In terms of data assumptions and limitations, for the service inventory, there will be a strong possibility that different programs will capture data in different ways, and it will be important that a standardized data compilation protocol is developed to ensure that there is consistency and validity in the final data set. There is also the possibility of duplication of services, as such, it will be essential to engage in meaningful dialogues with research partners who have a strong understanding of the local community. Having a program available that is not necessarily effective is not the most efficient use of taxpayer funds. However, measuring fidelity and consistent implementation are beyond the scope of this project. Similarly, engagement in services will be an important to metric, but it is possible that data regarding how many individuals were offered services, but declined, may not be available. In terms of documenting need and gaps, it is possible that those who complete a survey or who have assessed needs documented in the MAI do not reflect the true population of individuals with needs in the community. This risk will be mitigated by the extensive outreach that is planned to increase the probability of obtaining a valid, reliable, and inclusive sample of respondents. For proven and promising policies and practices, it is possible that efforts that have been successful elsewhere will not replicate in San Diego County for reasons that may not be measured or known upfront. In relation to this issue, efforts will be made to document what the field knows regarding implementation challenges and lessons learned that San Diego County could benefit from knowing.

Project Goal 4

Analyze the costs, savings, and long-term fiscal impacts to Public Safety Group departments, the Health and Human Services Agency, and other aspects of County operations by shifting the County approach to public safety to prioritize “safety through services” and evidence-based alternatives to incarceration.

The two research questions related to this goal include:

14. What savings to the County of San Diego would be realized (1, 5, 10, and 20 years) from having fewer individuals incarcerated in local detention facilities? (SOW 3.9)
15. What costs to the County of San Diego would there be (1, 5, 10, and 20 years) associated with providing needed services and programs in the community to individuals? (SOW 3.9)

The focus of this analysis will be on the short- and long-term costs to the County of San Diego. Cost data will be obtained in cooperation with County staff that will include the daily costs of incarceration, costs of mental and behavioral health service interventions or facilities for both short- and long-term drug and alcohol abuse treatment centers, capital investments (including jail upgrades and expansions), permanent supportive housing, staffing (for both jail facilities and to provide services in the community). Data will also need to be obtained regarding expected lengths of stay. Other County costs could also include the District Attorney's office (i.e., cost of prosecuting a case versus offering alternatives), Public Defender (i.e., cost of defending a case), and Probation (i.e., cost of having to supervise an individual in the community).

Before obtaining these data, a list of all the potential costs would be finalized in cooperation with stakeholders to ensure that it is complete and reflects all of the options and recommendations to be considered. Once this list of data is finalized, SANDAG staff will work with the relevant County departments to get the most up-to-date cost list available. In addition, because this analysis will entail projecting costs up to twenty years in the future, additional data related to the Consumer Price Index (CPI) will also be incorporated.

SANDAG will conduct a cost-saving analysis to estimate the fiscal impact on the County as a result of the reduction in incarceration and increase in necessary services. The cost-saving analysis will follow a four-step process: 1) Designing the Cost-Saving Analysis, 2) Collecting the Cost Data, 3) Analyzing the cost and savings to the county, and 4) Reporting the results of the cost-saving analysis. The analysis will entail using a structured methodology such as an ingredients method or a resource cost model to identify the costs associated with resources required for program

implementation, to the extent that these resources can be independently determined. Relevant costs will be incurred by the County and potential savings will be shifted toward proposed programs (i.e., “safety through services” and evidence-based alternatives). The total costs and savings to the County will be calculated to include both expected in the costs of providing incarceration and increased necessary services and will be calculated for the time frames of interest (1, 5, 10, and 20 years). Appropriate inflation adjustments will be applied to the cost data. Discount rates will be applied on these estimates to account for the present value of future savings/costs. The financial impact analysis will undergo a quality control check in accordance with SANDAG procedures to ensure the accuracy and reliability of these estimates. The CJRD has extensive experience conducting cost-savings/fiscal impact analyses in the Criminal Justice area for multiple studies for a wide range of projects.

In terms of data assumptions and limitations, as part of any economic forecasting or modeling, a number of assumptions will need to be made. These will include, but not be limited to lengths of stay, and other policies or events beyond the local level that could impact outcomes. These forecast assumptions will be made in conjunction with partners on this study. Any forecasts and economic analyses are obviously a function of the quality of the input data and every effort will be made to ensure that the information compiled are valid and reliable. However, it is important to note that there is always the opportunity for error, especially as the model is predicting further into the future. Because of this, the possibility of including cost-estimates with ranges, rather than singular points, will be discussed with the COR and project partners once the project has been rewarded. In addition, a sensitivity analysis will be conducted to measure the forecast sensitivity to particular assumptions, such sensitivities will be both noted and additional analysis provided.

Community Engagement

As described in the SOW (3.9) for this project, SANDAG will conduct the analyses and reviews described here in consultation with and consideration of the input of public safety partners and community-based stakeholders, including, but not limited to incarcerated and formerly incarcerated individuals and other individuals with lived experience; local community-based re-entry, alternatives to incarceration, and recidivism experts and service providers (housing, substance abuse, re-entry, mental and behavioral health, veteran services, domestic violence, etc); public safety partners, County Health and Human Services leadership; and criminal justice reform advocates.

Over the past 40 years, SANDAG has demonstrated its commitment to engaging in “action research” that emphasizes the policy implications from all the research it

conducts and prioritizing the iterative process of interacting with program/policy stakeholders to ensure that the research methodology reflects the perspectives of partners, and that findings, conclusions, and recommendations are informed from their feedback.

The community engagement plan will include the following components and may be modified as the project evolves to incorporate feedback from the Working Group, Advisory Group, and the community itself.

- The Alternatives to Incarceration Advisory Group is expected to meet monthly (initially virtually and possibly in person as needed) for one year (March 2022 through February 2023) and will be composed of 10 to 15 community members who represent diverse perspectives and experiences, including community-based organizations, those with lived experience, criminal justice reform advocates, and family members who have knowledge and direct experience with addiction, mental health issues, homelessness, and the justice system. The Advisory Group will be provided with regular updates on the research process and asked to provide their input on the research as it evolves, as well as recommendations that may be made for the data and information that are compiled. To ensure transparency, all meetings of the Advisory Group will be public. An application to apply to be on the Advisory Group is expected to be posted the week of February 21, 2022, with a due date of March 15, 2022. All applicants will be screened by a diverse group that includes community members with lived experience, experience providing services to these populations, and experience related to equity and inclusion.
- SANDAG has created a page on its web site at www.sandag.org/ATISStudy. Individuals interested in this project will find research updates available here and will also be able to provide comments and suggestions throughout the duration of the project, including to be considered by the Advisory Group. An e-mail address has also been created to facilitate community feedback (ATISStudy@sandag.org).
- SANDAG will provide regular updates regarding the project, including the opportunity to serve as a member of the Advisory Group on a variety of social media platforms, including Facebook, Twitter, and Instagram.
- Email distribution lists will be created for this project and individuals will be able to sign up to receive information regarding data deliverables and community forums on the SANDAG web site at www.sandag.org/ATISStudy.

- As described previously, public safety partners and community stakeholders will have the opportunity to complete a survey (either hard copy or electronic) that will be sent via an email distribution list, available on the SANDAG web site, and advertised on social media. Potential questions will pertain to the effect that detention has on an individual and those he/she/they are connected to, how different policy changes have affected those in the community, and which policies result in both the short- and long-term good for individuals and communities. The survey will be translated into Spanish and can be translated into other languages upon request.
- Four community forums will be held virtually around the County (one each focusing on North, Central, South/East, and overall) following the dissemination and analysis of the public safety partner and community stakeholder survey. This will offer another opportunity for the community to share their thoughts regarding the research to date, as well as policies and programs regionally. Two additional forums will be held after the draft comprehensive report is completed to garner additional feedback at this later stage in the project.

Project Timeline

The following timeline summary has been provided to the County of San Diego as part of its Project Plan. Regular updates are being provided to the County and project management strategies are being used to identify and mitigate any risks that could affect the ability to meet the scope of work outlined here.

Month/Year	Significant Tasks
January 2022	Contract signed, project kick-off meeting, meetings to ensure validity of County data, other administrative tasks
February 2022	Hold first Working Group meeting; weekly meetings with County; ensure validity of County MAI data to answer Research Goal 1, 2, and 3; submit the Project Plan; submit the Preliminary Report

Month/Year	Significant Tasks
March 2022	Finalize the Advisory Group and have first Advisory Group meeting; finalize population and comparison group methodology and obtain data for analyses; analyze regional crime data; analyze and clean jail population data; present preliminary report to the Board of Supervisors on March 15th; obtain data for the jail population analysis; finalize community engagement plan; submit Interim Report; weekly project meetings; meeting with the Working Group; create community survey
April 2022	Summarize and share jail population data analysis; conduct community survey and compile data; bi-weekly project meetings; meeting with Advisory and Working Group
May 2022	Summarize stakeholder survey; finalize cost-savings analysis plan; conduct population of interest analysis; obtain service data; present to the Board of Supervisors on May 24th; conduct four community forums; bi-weekly project meetings; meeting with Advisory and Working Group
June 2022	Summarize feedback from community forums; Interim Report #2; compile cost data; clean service gap analysis data; bi-weekly project meetings; meeting with Advisory and Working group
July 2022	Clean cost and service data for cost-savings analysis; run the cost-savings analysis; national scan of best practices; gap analysis; bi-weekly project meetings; meeting with Advisory and Working Group
August 2022	Finalize the first cost-savings analysis and gap analysis; refine the cost-savings analysis; bi-weekly project meeting; meeting with Advisory and Working Group; Draft Comprehensive Report and Recommendations due
September 2022	Draft Comprehensive Report
October 2022	Interim Report #3; present to the Board of Supervisors on October 25th

Month/Year	Significant Tasks
November 2022	Final Comprehensive Report completion; hold two additional community forums
December 2022	Submission of Final Comprehensive Report
February 2023	Present to Board of Supervisors

Review of County Actions to Date

Since October 2021, County staff have begun to examine what can be learned from the changes in policy and practice enacted during the pandemic which led to the significant decline in average daily populations in the jails. County staff have also begun to examine what alternatives to incarceration can be expanded or enhanced to provide programs and services in the community in lieu of jail time for low level non-violent offenses. The data and efforts from these early steps by the County have been shared with SANDAG and will be utilized as the project continues.

There are seven detention facilities operated in San Diego County by the Sheriff's Department, three of which are intake or booking facilities. Two standard measures to examine how the jail population changes over time include the number of bookings and the average daily population (ADP). During the period of the pandemic, both of these measures decreased significantly, which reflects both direct and indirect pandemic effects. Specifically, there was less of an opportunity to commit some types of crimes during the pandemic and law enforcement on the street may have engaged in reduced proactive policing. In addition, other policies at the local and state level were enacted that included accelerated release credits, zero bail modification order, offering credit for time served alone or with accelerated release credit, and additional releases due to court closures and court orders.

In terms of bookings, there was a total of 77,451 bookings in 2019, which decreased 38% to 48,283 in 2021. Additional analyses of these booking data revealed that of these bookings, around 42,000 represented misdemeanors in 2019, compared to around 19,000 in 2021 – a decrease of 54% (compared to the 38% overall). Four of the most common misdemeanor charges in both 2019 and 2021 included disorderly contact/public intoxication, driving under the influence of alcohol, being under the influence of a controlled substance, and battery of a significant other. In 2019, the other crime rounding out the top five was possession of a controlled substance and in 2021 it was violating a court order to prevent domestic violence. At the February 8, 2022, presentation of these data to the Board of Supervisors, County staff noted that a relatively high percentage of individuals who were released or not booked because

of COVID-19 policies did have new law enforcement contact, including for felony-level offenses and that finding alternatives to incarceration for misdemeanors alone may not have a significant effect on jail populations because their average length of stay is typically very short (i.e., under 24 hours).

As Figure 1 shows, the ADP of San Diego County jails has decreased considerably in the past two years, from 5,687 in 2017 to 3,927 in 2021. Further examination of these populations in terms of whether they were sentenced or unsentenced and booked for a felony or misdemeanor charge further reveals that the percent that are felony unsentenced has increased (due at least in part to court delays), that all other types have decreased, and that in 2021 misdemeanors only represented 3% of the ADP.

Figure 1: Average Daily Population San Diego County Jails, 2017-2021

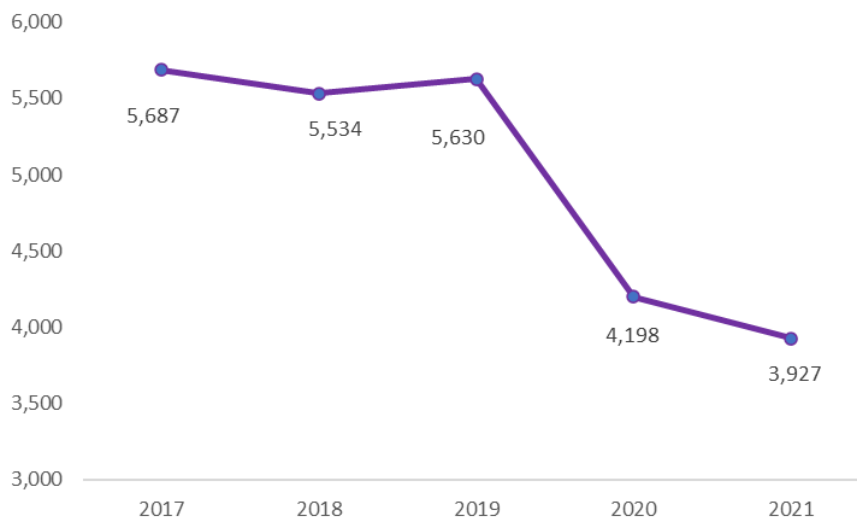
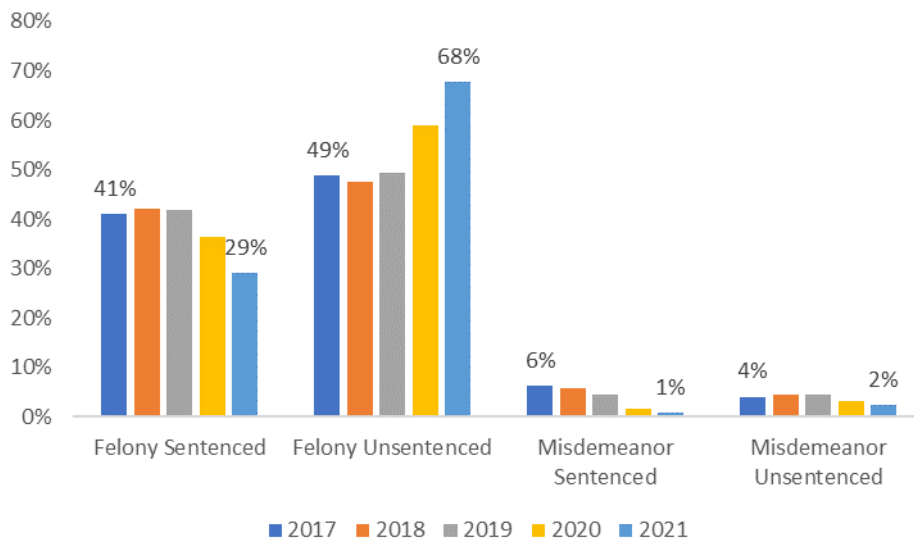


Figure 2: Percent of the Average Daily Population by Status and Level, 2017-2021



According to the County's analysis of Sheriff's data, a total of 8,006 individuals were released due to one of early release policies between March 16, 2020, and January 25, 2022 and unfortunately, more than half have returned to custody, with about one in three there for a new felony field arrest. This higher than average recidivism rate is a concern for local stakeholders and speaks to the desire for high quality programming to address underlying risk factors associated with reoffending. Another concern relates to inequities with Black/African American individuals representing 5% of the County's population, but 20% of the jail population in 2021.

At the February 8, 2022, Board of Supervisors presentation, County staff acknowledged the need for expanded services for individuals whose substance use, lack of housing, and mental health issues contribute to their criminal behavior. In addition, some preliminary recommendations regarding alternatives to incarceration that could serve as offramps for non-violent offenders, such as enhancing capabilities to serve higher acuity individuals in sobering services in Central San Diego and continuing to explore community-based Crisis Stabilization Units with further integration of substance use stabilization and care transition services were offered. As part of the research described here, SANDAG will work with the County and community to continue the analyses of these data and offer an expanded set of recommendations.

SANDAG Accomplishments to Date

Since SANDAG signed its contract with the County on January 21, 2022, the following has been accomplished.

- SANDAG and County staff had an initial project kick-off meeting on January 26, 2022, and have met weekly every week since then to discuss the project scope and early action items.
- SANDAG has met five times with Sheriff's Department staff to ensure the validity and reliability of the data in the County's MAI system. Action items from these meetings have included documenting what data dictionaries exist to understand the vast amount of data in the MAI and verify the matching criteria to accurately link an individual's data across different data contributing agencies. In the coming weeks, staff will be analyzing booking incidents from the MAI from 2018 – 2021 to explore regional patterns that may have occurred based on COVID-19 policy changes, as well as demographic and geographic data connected to those booking incidents.
- Created a project plan that identifies project timeline risks and how they will be mitigated.

- Drafted, submitted, and revised a Project Plan.
- Drafted, submitted, and revised this Preliminary Report.
- Provided input on the project's Working Group membership and attended one meeting with the group.
- Created an Advisory Group membership application, sought feedback from the Project Working Group on the application and process, and created an application review process.
- Created a project email address to receive project feedback and recommendations (ATISStudy@sandag.org).
- Started development of web form for project feedback and recommendations.
- Met with other SANDAG teams regarding data analysis and communication strategies for this project.

SANDAG Overview and Qualifications

The San Diego Association of Governments (SANDAG) is a public agency that serves as the forum for regional decision-making and is comprised of the 18 cities and county government within the County of San Diego. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transportation; and provides information on a broad range of topics pertinent to the region's quality of life. Through its adherence to federal laws in Title VI of the Civil Rights Act and other federal and state laws, SANDAG has promoted social equity and environmental justice in its development of regional plans. At its core, SANDAG staff believe in and are driven by public service and helping improve the overall quality of the region at various levels and areas. SANDAG's and in turn the Criminal Justice Research Division's (CJRD's), mission and purpose directly align with the mission of the County of San Diego.

CJRD Experience and Partnerships

Since 1977 the CJRD has served as the regions' Crime Clearinghouse and conducted independent assessments and evaluations of public safety, public health, and

community-based initiatives. With over 80% of CJRD's budget generated from local, state, and federal grants, CJRD has a history of successfully meeting all contractual and funding obligations, as well as meeting all performance and financial requirements. The efforts of CJRD are recognized among local law enforcement and community-based agencies, as well as at the state and national levels. This portfolio of work and expertise has allowed CJRD staff to serve on numerous boards, commissions, and task forces related to justice and quality of life issues.

Recent project partners include, but are not limited to, community-based organizations large and small (e.g., SBCS, Barrio Station, Barrio Logan College, San Diego Youth Futures Foundation); all eleven local law enforcement jurisdictions, as well as the County of San Diego's Probation and Sheriff's Departments, District Attorney, Public Defender, and San Diego County Public Safety Group; and the San Diego/Imperial County High Intensity Drug Trafficking Area (HIDTA); community health care providers (e.g. Family Health Centers of San Diego, San Ysidro Health Center), San Diego Workforce Partnership, County of San Diego Health and Human Services - Behavior Health Services, The Children's Initiative; and local school districts of all sizes (e.g., Sweetwater Union High School District, Chula Vista Elementary School District, San Diego Unified School District, Juvenile Court and Community Schools). Each of these partners and projects have required CJRD to be adaptive in order to create and implement diverse research designs and data collection methods that align with the unique values and results desired of each partner.

CJRD Evaluation Philosophy

In any evaluation, CJRD first assesses current data collection efforts that could be used to inform the evaluation and works with partners to leverage existing tools and program processes to avoid duplication of efforts. This iterative process helps conserve valuable program resources and ensures the data collected measures what the program deems important. The CJRD has demonstrated its ability to meet partners where they are at in their organizational process and design data collection processes that are feasible within the program's capabilities, but also provide growth opportunities to enhance their capacity to gather and use data for decision making.

It is also important to emphasize the iterative approach SANDAG takes to its work and the steps taken in every research effort to ensure information flows in both directions. Frequent sharing of information allows partners to identify any anomalies in the data, raises awareness of data collection procedure in order to provide opportunities for modifications to be implemented, provides information to adjust programming to better align actions to results, and cultivates an atmosphere of transparency and trust as a result of the active engagement of partners in the

evaluation. Examples of how this process has worked on previous evaluations include:

- Regular meetings with partners to discuss the evaluation plan;
- Sharing monthly data dashboards created in Power BI to provide visual updates on data collection and program trends;
- Conducting bi-annual Data Walks (i.e., creating charts, tables of individual and population level information) with community members and partners to visually present data in larger settings (e.g., community meetings, stakeholder meetings) and gather their reflections and encourage on-going engagement;
- Creating live data dashboards to allow the public and program partners instant access to information to track progress and alignment with stated goals;
- Conducting focus groups to hear how the target population understands and interprets the results; and/or
- Presenting to policy boards, community groups, and other stakeholder taskforces.

CJRD Experience with Different Types of Data

In terms of experience with different types of data, CJRD staff have extensive experience extracting information from various data platforms, including big data and highly sensitive data. Examples of data sources used in prior research include:

- American Community Survey and Census data;
- San Diego County Medical Examiner records;
- Automated Regional Justice Information System (ARJIS) for arrests;
- San Diego County District Attorney and City Attorney's databases for conviction and sentence data;
- San Diego County Probation Case Management System (PCMS) for adult and juvenile probation records;
- San Diego Sheriff's detention booking and detainment data from the Jail Information Management System (JIMS);
- Bureau of Justice Statistics data;
- SanWITs for substance use and treatment information;
- San Diego County Behavioral Health System Medical Information System (aka CCBH/Cerner);
- San Diego County Veteran's Administration health data;
- Substance Abuse and Mental Health Service Government Performance Results Act (GPRA); and
- School level data from Castle Park Middle and High School, Hilltop Middle and High School, and San Diego Unified District.

SANDAG also regularly conducts community surveys to learn more about attitudes and perceptions regarding a variety of issues, including public transit, public safety, and quality of life. The results of these surveys are used to inform policymakers about regional needs. Further, because of its position within a larger regional planning agency, CJRD can leverage the diverse professional talent from the other departments within the organization.

CJRD Experience Managing and Analyzing Data

In terms of managing data, the CJRD has experience collecting and reporting required data on a variety of local, state, and federally funded projects and is committed to taking the steps needed to ensure valid and reliable data are compiled that can be used as actionable information. These include:

- Specifying all required performance measures in a logic model;
- During the planning phase, working closely with partners to identify additional performance measures the community and/or program partners feel are important to track;
- Identifying data collection methods and sources that provide timely, valid, and reliable measurement of the performance measures and operationalize these in the evaluation plan;
- Establishing data systems (i.e., Efforts to Outcomes (ETO), SharePoint, Excel forms), protocols (e.g., data dictionaries, survey administration instructions), and timelines for data submission that allow the evaluation team to clean the data for inconsistencies and missing information before submitting it on time to meet reporting requirements; and
- Establishing data sharing protocols that are timely (e.g., monthly) to ensure the programs have the information needed to make informed decisions.

Additionally, SANDAG has experience using matched comparison groups and has used statistical methods (i.e., propensity score matching) to create similar groups, therefore allowing inferential statistics to investigate the evaluation hypotheses. In these cases, the baseline and subsequent data collection came from archival data sources (e.g., Sheriff's booking and detention, District Attorney, City Attorney, arrest data from ARJIS) that required merging multiple data sources and manipulating the information to create a comprehensive data repository to track participants across various databases. The CJRD team is exclusively positioned and qualified to tackle justice-related projects because all staff are CORI/CLETS trained and have passed extensive background checks. This not only allows CJRD staff members to access sensitive data, but also to become intimately familiar with public safety, public health, and police incident data. Furthermore, CJRD has obtained permission to

access the SanWITS for evaluations. SanWITS is the County data capture system for substance use data and also includes information about co-occurring disorders.

The body of CJRD's work reflects its desire to produce rigorous and practical research to support communities to address public safety and public health concerns. CJRD has witnessed, at the local and national level, the power behind a collective approach to large societal problems. When partners agree on shared objectives, goals, and indicators, and make a collective commitment to take responsibility for achieving each of them, the results can be a force multiplier, effecting change from larger systems to individuals. CJRD has demonstrated its commitment to providing evaluation services that provides timely and actionable information to its partners, builds on best practices, and utilizes valid and reliable research techniques.

A table summarizing recent relevant research experience is included at the end of this report.

SANDAG Key Staff and Qualifications

To accomplish the goals and objectives of the evaluation, staff will be drawn from CJRD, Data Sciences, and include other personnel as needed (e.g., graphics designers, communications). In addition to the known staff listed below, the budget for the project ensures that staff are available to complete all of the project requirements in the timeframe required without compromising quality.

It should also be noted two-thirds (67%) of the staff listed here are bi-cultural and/or bi-lingual and have been trained on culturally responsive evaluations.

Cynthia Burke, Ph.D., Senior Director, Data Science. Dr. Burke will serve as the Principal Investigator (PI) for this study. Dr. Burke, who earned her doctorate at the University of California, San Diego in 1998, has been with SANDAG for over 25 years, and was recently promoted to Senior Director the Data Science Department (which CJRD is under). As the Director, she oversees the quality control of all research projects in the agency, the activities of the regional Criminal Justice Clearinghouse, all applied research at the agency, and also serves on various local commissions and panels related to public safety in the region (e.g., Juvenile Justice Commission, Public Safety Committee). During her tenure as the Director, the Division has continued to conduct "action research" that is relevant to the field, including serving as the PI on a recent NIJ-funded effort of a veterans' only housing unit at a local detention facility.

Caroline Stevens, MPP, Senior Research Analyst: Ms. Stevens will be the Project Manager for this project and is an expert in the County on crime and arrest data and navigating criminal justice systems. Ms. Stevens earned her Masters in Public Policy at University of California, San Diego and started with SANDAG that same year in 2014. At SANDAG she has honed her applied research skills, developed her technical acuity, and cemented her reputation in the community as someone who can balance the rigors of research with the practical realities of working with non-profits and law enforcement. Further, as her responsibilities have grown, she has assumed a Project Manager role in five additional CJRD projects, including the regional Arrests and Public Safety reports. In addition, between her first position at SANDAG in CJRD and her current one, Ms. Steven's applied her analytic skills as an associate analyst with ARJIS (part of SANDAG). It was in this role she developed trusting relationship with all the crime analysts in the region, became an expert in crime and arrest data including validating and managing the ARJIS's data systems, and gained the understanding of the inherent issues associated with extracting, matching, and producing reliable and clean criminal justice data sets. This level of expertise will be invaluable to be able to match, extract, and interpret the data accurately. As Project Manager Caroline will oversee all staff and project activities, present data to stakeholders, collaborate on analysis, and co-author reports.

Victor Mora, ABD, Associate Research Analyst. Mr. Mora joined CJRD in 2021 as an Associate Analyst and will support this project by helping with the final research design, analyzing the data, and advising on data management. Mr. Mora is currently ABD (all but dissertation), with an expected completion date of his Ph.D. in the summer of 2022 in the field of Criminology and Criminal Justice. He has extensive experience working with law enforcement agencies and understands law enforcement data systems, process, and codes. His experience conducting mix-methods studies will be drawn upon to finalize the methodology and analyze the results. Mr. Mora is also proficient using SPSS (statistical application) to manipulate, analyze, and present data and ArcGIS (mapping software) to produce crime maps. In addition, Mr. Mora is bi-cultural and comfortable communicating in Spanish and will be able to assist in the community forums as needed.

Cesar Sanchez, M.A., Associate Research Analyst. Mr. Sanchez has been with the CJRD team since 2008 and is an original member of the Chula Vista (CV) Promise Neighborhood (PN) evaluation team. Mr. Sanchez will assist coordinating this project. Cesar has coordinated several projects while at SANDAG, including the CJRD's longest running project the Substance Abuse Monitoring (SAM) program, which provides longitudinal information for the region on drug trends among the arrestee population. Mr. Sanchez is bilingual and bicultural and has extensive experience working with community members and Promotoras who are more comfortable communicating in Spanish. His experience includes conducting data

collection trainings with Promotoras, facilitating Spanish focus groups with community members, and coordinating the neighborhood and school climate data collection. For this LWNPP evaluation, Mr. Sanchez will draw on his PN experience, including his current work on San Diego PN in the target area to help build trust with partners and oversee the trainings with community members and survey data collection. His role will be to coordinate all surveying activity, translate all instruments, and assist in the community forums and with the Advisory Board.

Grace Mino, M.A., Principal Research Analyst. Ms. Mino completed her Masters of Arts from John Jay College and has been with SANDAG for over 17 years. During her tenure at the Division, she has coordinated several ongoing program evaluations in public safety, juvenile justice, and law enforcement and her primary duties have included coordinating with program partners to obtain and resolve issues with data, managing data collection efforts, training staff on data collection, and quality controlling data. This has included knowledge of several cross-sharing data platforms including ETO and SharePoint. She also has extensive experience collecting both primary and secondary data including crime and arrest data from criminal justice databases as well as in conducting field surveys and interviews with marginalized populations (e.g., drug users, arrestees, homeless, at-risk youth, etc.). Her success in data coordination and collection led to Ms. Mino assuming responsibilities for all of SANDAG's surveying efforts, increasing her knowledge of designing and implementing large scale surveying projects. Ms. Mino, who was the Research Coordinator for CVPN, will play a crucial role on this project drawing upon her expertise to advise and train staff working on the project. She will also be involved in designing the evaluation design and methodology to ensure lessons learned from previous PN projects are incorporated into the final evaluation design. In this role she will also provide guidance in the creation of databases to capture consistent data across all partners necessary for reporting performance measures and informing the evaluation.

Purva Singh, M.A., M.S., Senior Researcher and Modeler. Ms. Singh works at the Office of Quality Assurance and Quality Control at SANDAG where she is responsible for ensuring the quality of data produced by various teams at the agency. Prior to working with SANDAG, she worked as a quantitative researcher in Deloitte's Government and Public Sector Practice where she conducted quantitative research on the cost effectiveness of using data and technology to improve federal and state governments service delivery to its citizens. Ms. Singh has also worked as an economic researcher at a credit rating firm in India where she tracked and reported macroeconomic developments in the Indian economy. She received a Master's degree in Public Policy from Carnegie Mellon University and a Master's degree in Economics from Lucknow University (India). Ms. Singh has nearly eight years of experience in conducting econometric, cost-benefit, and statistical analysis on

multiple public policy datasets. She is also skilled in R and Python programming. Ms. Singh will assist in the creation of data analysis plans, including with the cost data and will also oversee the quality control of the data.

Connor Vaughs, M.S., Research Analyst/Modeler II. Mr. Vaughs joined SANDAG in 2020 while completing his M.S. in Big Data Analytics from San Diego State University (SDSU). Versed in several software packages (i.e., R/Rstudio, SQL, SPSS and Python), Mr. Vaughs performs predictive analytics to identify associations across variables for several of the CJRD projects. He also supports the SANDAG modelers and Quality Assurance teams to ensure data accuracy and integrity. Mr. Vaughs is also knowledgeable and experienced working in the MAI data portal. His role on the project will center on extracting, matching, and cleaning data gathered from the MAI.

Sebastian Montes, B.A., Research Analyst I. Mr. Montes is versed in working with several software packages to manipulate and manage small and large data sets. Mr. Montes works on CJRD's largest juvenile justice project (Juvenile Justice Crime Prevention Act), as well as the Prop 64 grants managing the data and also creating data dashboards. He is proficiency in SPSS, R, and Python and he will play a critical role in the extraction, data management, and cleaning for this project.

Ruben Casillas, B.S., Research Analyst I. Mr. Casillas, like Mr. Montes is one of the newest members of the CJRD team. Mr. Casillas is currently the project coordinator for the federally funded Project Safe Neighborhoods project and also all of the Prop 64 grant programs. Because of his skills in Excel, Power BI, and SPSS, Mr. Casillas will be part of the team that cleans the data and develops visualization products.

Mike Duncan, MUP, Principal Business Analyst. Mr. Duncan is an experienced and certified project manager who brings a wealth of experience to SANDAG. Mr. Duncan joined SANDAG in 2019 with the specific mission to build a quality control/assurance team to review risk assessment of data and analysis of products for integrity, accuracy, and usability. His experience in managing complex projects, staff, and budgets will be essential in the project management and quality assurance of this project. Specifically, Mr. Duncan will establish timelines and milestones to ensure adherence to all SOW deliverables and create quality control systems to ensure data accuracy.

Dante Lee, GISP, Associate Researcher & Modeler. Mr. Lee is a certified Geographic Information Systems Professional (GISP #160552) with nearly ten years of local government background in San Diego and has been with SANDAG since September 2021. He has previously worked for the cities of Escondido, Vista, and Chula Vista on enterprise GIS implementations and database management, specifically using the

Esri platform. Additionally, he has a strong level of experience working with large datasets using SQL and Python and distilling complex data into consumable pieces. Mr. Lee will supplement the RFP team with his expertise in GIS, including data management, geospatial analysis, and data visualization, to help examine the spatial trends and dynamics of jail populations and service alternatives.

Calvin Raab, B.S., Researcher/Modeler I. Mr. Raab joined SANDAG in September 2021 and is a recent graduate from the University of California, Los Angeles where he gained expertise in econometric analysis and data science. Skilled in Python and R programming, he recently automated the production of SANDAG's ZIP code level unemployment estimates using data from the Census Bureau and California EDD. Mr. Raab has interest and experience in communicating complex analysis visually using Power BI. He also has a background in finance and interned as an accounting intern at Scientist.com. Mr. Raab will assist in the analysis of the data.

Jim Miller, M.S., Senior Economist. Mr. Miller started with SANDAG in 2013 and has been critical in producing the economic forecasts and estimating the effects of transportation investments, future sales tax, and the impacts of the Regional Transportation Plan. His work has included translating complex analysis into understandable formats to present to community members, decision makers, and stakeholders. He also has experience in designing and conducting costs benefit analysis and his expertise will be leveraged for this project.

Examples of Relevant SANDAG Work

Item Name	Web Link
Veterans Moving Forward: Process and Impact Evaluation Results of the San Diego County Sheriff's Department VMF Program	https://www.sandag.org/uploads/publicationid/publicationid_4548_24833.pdf
The Hardest Hit: Community members Share COVID-19 Impacts (InfoBits Report)	https://www.sandag.org/uploads/publicationid/publicationid_4705_27996.pdf
Bridging the Digital Divide in the San Diego Region (InfoBits Report)	https://www.sandag.org/uploads/publicationid/publicationid_4787_29523.pdf
Alternatives to Detention	https://www.sandag.org/uploads/publicationid/publicationid_4621_26514.pdf
Improving Reentry for Ex-Offenders in San Diego County SB 618 Final Evaluation Report	https://www.sandag.org/uploads/publicationid/publicationid_1675_14598.pdf
Tip the Scale: An Example of Innovative Collaboration Offering Recovery and Rehabilitation (CJ Flash)	https://www.sandag.org/uploads/publicationid/publicationid_2024_20601.pdf
Meth is Expensive for Users and Taxpayers (CJ Flash)	https://www.sandag.org/uploads/projectid/projectid_130_12825.pdf
Graffiti Tracker: An Evaluation of the San Diego County Multi-Discipline Graffiti Abatement Program	https://www.sandag.org/uploads/projectid/projectid_391_14469.pdf
Probation Evaluation, Assessment, and Cost-Effectiveness (PEACE) Study Final Report	https://www.sandag.org/uploads/publicationid/publicationid_1408_9058.pdf
Public Safety Allocations in the San Diego Region: Expenditures and Staffing for FY 2019-20	https://www.sandag.org/uploads/publicationid/publicationid_4757_28868.pdf
Adult Offenders in Local Custody and Under Community Supervision in San Diego County: 2011, 2014, and 2015	https://www.sandag.org/uploads/publicationid/publicationid_2100_21658.pdf
Corrections and Probation Supervision in San Diego County Since COVID-19	https://www.sandag.org/uploads/publicationid/publicationid_4752_28797.pdf
41 Years of Crime in the San Diego Region: 1980 through 2020	https://www.sandag.org/uploads/publicationid/publicationid_4765_28992.pdf

Crime in the San Diego Region Mid-Year 2021 Statistics	https://www.sandag.org/uploads/publicationid/publicationid_4796_29679.pdf
Arrests 2019 and 2020: Law Enforcement Response to Crime in the San Diego Region	https://www.sandag.org/uploads/publicationid/publicationid_4807_31020.pdf
Public Safety in the San Diego Region Since COVID-19 (InfoBits)	https://www.sandag.org/uploads/publicationid/publicationid_4673_27477.pdf
COVID-19 Trends and Resources in the San Diego Region: Law Enforcement Mental Health Calls for Service	https://www.sandag.org/uploads/publicationid/publicationid_4693_27821.pdf
Mental Health in 2020: Law Enforcement Calls for Service, the Effect of COVID-19, and Regional Responses	https://www.sandag.org/uploads/publicationid/publicationid_4777_29162.pdf
Reported Hate Crimes in the San Diego Region (CJ Flash)	https://www.sandag.org/uploads/publicationid/publicationid_4798_29707.pdf
San Diego Community Justice Initiative (CJI) Smart Prosecution Initiative	https://www.sandag.org/uploads/publicationid/publicationid_4594_25796.pdf
2020 Adult Arrestee Drug Use in the San Diego Region	https://www.sandag.org/uploads/publicationid/publicationid_4790_29577.pdf
Drug Overdoses, Fentanyl, and the Use of Naloxone in the San Diego Region (CJ Flash)	https://www.sandag.org/uploads/publicationid/publicationid_4793_29580.pdf
Females in the Justice System: Gender Differences from the SAM Interview (CJ Flash)	https://www.sandag.org/uploads/publicationid/publicationid_4719_28331.pdf
Homelessness Among Justice System-Involved Individuals in San Diego County	https://www.sandag.org/uploads/publicationid/publicationid_4631_26706.pdf
San Diego County Juvenile Justice Crime Prevention Act Summary Results FY 2019-2020	https://www.sandag.org/uploads/publicationid/publicationid_4795_29666.pdf
The Role of Race and Ethnicity in the San Diego County Juvenile Justice System	https://www.sandag.org/uploads/publicationid/publicationid_4804_29893.pdf

Breaking Cycles: In-Depth Analysis	https://www.sandag.org/uploads/publicationid/publicationid_4583_25583.pdf
A Review of San Diego County's Juvenile Drug Treatment Court	https://www.sandag.org/uploads/publicationid/publicationid_4656_27365.pdf
City of Vista Gang Reduction, Intervention, and Prevention Report	https://www.sandag.org/uploads/projectid/projectid_516_23828.pdf
San Diego County's Screening, Assessment, and Services for Traumatized Mentally Ill Juvenile Offenders (SAST) Program – Final Evaluation Report	https://www.sandag.org/uploads/publicationid/publicationid_4537_24697.pdf
Project LIFE Analysis Report	https://www.sandag.org/uploads/projectid/projectid_536_27820.pdf
SANDAG Unemployment Analysis	https://storymaps.arcgis.com/stories/77aa5664a4524c9e970328432557c299