MEASUREMENT AND EVALUATION FRAMEWORK
ALTERNATIVES TO INCARCERATION (ATI) INITIATIVE
DRAFT v 2024-02-23

1. BACKGROUND

1.1 PROGRAM DESCRIPTION

The County of San Diego's (County) Alternatives to Incarceration (ATI) initiative was set into motion by the County of San Diego Board of Supervisors in October 2021 and adopted (affirmed) in May 2023. The initiative works collaboratively with justice, health, and community stakeholders and partners to advance alternatives to incarceration and promote strategies and services that prevent people who do not pose a public safety threat from initially becoming incarcerated or returning to custody. The initiative's focus is to:

- Prioritize ATI as a public safety, equity, and health strategy and evaluate rehabilitative services in these domains.
- Prevent justice involvement by identifying and addressing individual and community needs and justice system disparities/disproportionalities, including referrals, access to and use of supportive services, and custody alternatives.
- Prevent people in behavioral health crisis from entering jail by providing behavioral-focused alternative responses and settings.
- Identify booking alternatives for low-level misdemeanor and public conduct charges.
- Support pretrial releases and provide sentencing options to incarceration and jail time by expanding rehabilitative options.
- Promote success in community post-release through transitional planning in custody and connections to community-based supportive services.
- Provide evidence-based, person-centered services that reduce recidivism and promote desistance, assist with basic and immediate needs, and increase individual-level health, self-sufficiency, and positive personal relationships and community connections.

The ATI initiative 2023 work plan contains goals, guiding principles, and proposed actions. In this document, the term "action item" is used to refer to these proposed action items.

1.2 PURPOSE OF THIS DOCUMENT

The Office of Evaluation, Performance, and Analytics (OEPA) has collaborated with key stakeholders (see below) to develop this Measurement and Evaluation Framework ("Framework") as a roadmap to organize the essential elements of performance measurement and evaluation of ATI, thus promoting transparency, accountability, learning, and evidence-based decision-making. The Framework contextualizes the ATI initiative and clarifies the program theory behind how the ATI action items are expected to drive change along the continuum of justice administration and involvement; define the unique questions that will guide respective performance measurement and evaluation efforts; describe the approach to measuring ATI's performance; provide a summary of the evaluation design; offer a timeline overview; and outline a learning, reporting, and dissemination plan.

1.3 KEY STAKEHOLDERS

OEPA has identified the following key stakeholders:
- o [Potential] Program participants: Individuals associated with low-level offenses and other criminally charged or sentenced populations (both in and not in custody) who do not pose a public safety threat
- o [Potential] program participants' families
- o ATI Advisory Committee, including service providers, community advocates, and people with lived justice system experience
- o Public Safety Group (PSG)
- o Health and Human Services Agency (HHSA)
- o Office of Equity and Racial Justice
- o Probation Department
- o Other County Departments that engage with justice-involved populations: Behavioral Health Services, Medi-Cal Care Services, Office of Labor Standards and Enforcement, Department of Housing Solutions and Equitable Communities
- o San Diego Sheriff's Department (SDSD)
- o District Attorney (DA)
- o San Diego County Public Defender Office
- o San Diego Police Department (SDPD)
- o County vendors who facilitate services for justice-involved people, including housing placements, benefits enrolment, etc.
- o Lived justice experience peer mentors, contracted and/or engaged through programs and services
- o San Diego County Board of Supervisors
- o Community-based Organizations (CBOs) that serve or advocate for justice-involved populations

OEPA will continue to engage these stakeholders throughout the Measurement and Evaluation process (design, implementation, and reporting). Many of them have already participated in various engagement efforts, such as workshops, surveys, virtual meetings, and listening sessions to distill the key program elements of the ATI initiative. These engagement activities, together with in-depth document reviews, form the basis for this Framework.

2. PROGRAM[1] LOGIC: SEQUENTIAL INTERCEPT MODEL (SIM)

The County of San Diego is exploring and implementing alternatives to incarceration with the goal of reducing the amount of time people spend in jail. To achieve this, the County is using the Sequential Intercept Model (SIM), a conceptual framework to better understand how individuals travel through the criminal justice system and the critical decision points for intervention. The initiative's overarching goal is to create system-level change that leads to a reduction in returns to custody and time spent in jail and promotes pro-social outcomes through a comprehensive approach that addresses all the critical sectors within the SIM (*see **Appendix: Figure 1***). By

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[1] OEPA understands that ATI is a large-scale initiative composed of several programs and projects. The word program logic or program theory is a frequently utilized concept in Evaluation Research. The program logic in this section refers to ATI as a whole and represents the complete initiative.

providing alternatives to incarceration, ATI seeks to address the root cause(s) of crime, promote better individual and community safety, health, and justice outcomes than incarceration.

COSD ATI WORK PLAN[2]

Intercept 0 of the SIM focuses on community-based prevention activities such as one-stop shops, diversion, reentry, resource centers or a Resource and Reentry Hub (***Action Item #1***), and Homeless Court pop-up resource fairs (***Action Item #12***). In addition, ATI strengthens the county's community-based care system by expanding the Mobile Crisis Response Teams and crisis response alternatives (***Action Item #19***). These initiatives focus on the "*front end*" of the system (before someone ends up in jail), address responses to crisis care systems, and provide essential needs to individuals in the community.

Intercept 1 begins when law enforcement becomes involved. This interaction can result in either arrest or diversion from arrest. The ATI initiative provides support and awareness training for law enforcement to help them identify when clients can be taken to community-based services instead of jail. (***Action Items #9, #10***). This may lead to greater utilization of a sobering center and the Recovery Bridge Center (RBC). Additionally, County Crisis Stabilization Units (CSU) will also expand and be colocalized with sobering services (***Action Item #18***). This would provide supportive services for those individuals experiencing substance intoxication. The RBC is designed to be a "*bridge*" to the next service based on need. The ATI initiative also provides law enforcement with the CoSD's Resource and Reentry Hub and Homeless Court pop-up resource fairs (***Action item #1, 12***) as diversionary measures instead of arrest. Additional support includes HHSA's Housing and Care Coordination that focuses on finding housing solutions for those in need (***Action Item #3B)***. The focus here is to support and create awareness of diversionary pathways for those in law enforcement.

Intercept 2 starts when law enforcement decides to arrest the individual and take them to jail. This intercept includes initial detention, booking, and the initial hearing. Enhanced screening and assessment services are most effective during this intercept, assisting in the identification of individuals with behavioral health, housing, and medical needs. For example, creating a series of screening questions administered at early case points helps identify those individuals eligible for Collaborative Courts (***Action Item #11***). Collaborative justice courts combine judicial supervision with closely monitored rehabilitation programs focused on recovery to reduce recidivism by addressing the underlying problems that resulted in arrest. Many individuals are released without making a court appearance during the pretrial period. The ATI initiative aims to provide "*Connection Points*" (***Action Items #2***) to address the immediate needs of those released from jail. In addition, HHSA Housing and Care Coordination services are provided to those released during this intercept (***Action Item #3B***). Early screening of those in custody, with a data sharing infrastructure that can rapidly notify other departments of early release, may have a greatest impact within this intercept.

Community-based programs operating at intercepts 0–2 serve individuals who have recently interacted with the justice system or have been in jail. The majority of those who end up in San Diego County jail do so for a short period of time. As a result, intercepts 0–2 are closely associated or intertwined with programs designed for "reentry" populations, as discussed in the latter

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[2] CoSD ATI Workplan: https://www.sandiegocounty.gov/content/dam/sdc/psg/images/alternatives-to-incarceration/ATI%20Work%20Plan.pdf.

sections. Action items in intercepts 0-2 distinctly prioritize preventing people from entering jail and assisting those who have had brief interactions with law enforcement or the jail system.

Those who are not reflected or released from jail in intercepts 1 and 2 will face pretrial custody, trial detention, and post-trial incarceration in intercepts 3 and 4. During this period, changes to a person's routine can be very stressful, and there is a greater likelihood of traumatic experiences while incarcerated. By including people with mild to severe mental health illnesses in the County's In-Reach program, the ATI initiative seeks to address behavioral needs for a larger spectrum of incarcerated individuals (*Action Item # 5*). Peer-support services with justice-lived experience will help guide and navigate individuals who are currently in custody in hopes to improve service utilization (*Action Item #13*).

Intercept 4 encompasses the services, care, and preparation involved in reintegrating persons from jail or prison back into the community. The ATI initiative aims to continue and strengthen the Sheriff's Reentry Services with a special focus placed on transportation to interim housing locations (*Action Item #3A*) and the use of housing-focused counselors to identify individuals with housing needs (*Action item #4*). Active Medi-Cal upon release ensures individuals have access to health care, behavioral health services, and new social support services available through the Medi-Cal Transformation Initiative, such as Enhanced Care Management and Community Supports (*Action Item #14*). Individuals will also be provided flyers and information on the methods to apply for Medi-Cal, CalFresh, and CalWorks (*Action Item #14*). Transitions Clinic Networks (TCN) provide other ways to streamline Enhanced Care Management for justice-involved individuals (*Action Item #6*). They use a social and health needs assessment followed by transition case management and linkage to primary health care services and community support services. Transitions Clinics use community health workers with lived incarceration experience, employed by Community Health Centers, to start engaging with referred clients ideally before release, provide mentorship and coaching, and help ensure health and social drivers of health needs are met after release in the community setting (*Action Item #6*). Finally, individuals in the reentry phase receive training on the Fair Chance Act, which includes a knowledge of their legal protections while seeking work (*Action Item #7*). Reentry efforts and coordination should begin as soon as feasible during incarceration, with improved planning and coordination between departments and community partners to reduce recidivism.

Intercept 5 occurs post-release and relies heavily on programs in the community. The ATI initiative will continue to utilize their community programs, such as the CoSD's Resource and Reentry Hub (*Action Item #1*), outreach on Fair Chance Act (*Action Item #7*), and peer counselors with justice-lived experience navigating those individuals now living in the community (*Action Item #6*). The ATI initiative will continue Medi-Cal enrollment (*Action Item #14*) for those individuals who were missed during the reentry phase. Additionally, CalFresh applications will be mailed to Medi-Cal members in the community who are eligible and do not have active CalFresh benefits (*Action Item #14*). Throughout the SIM intercepts, the ATI workgroup will solicit the expertise of those with lived experience to inform the various ATI Action items (*Action Item #8*).

Several foundational action items cross over multiple intercepts or the entire SIM. These ATI action items rely on the creation of an enterprise-wide system that integrates data for care coordination and planning (*Action Item #20*). For example, a robust data infrastructure ensures that early screening and detection is available for referrals to Collaborative Courts, In-Reach Programs, Medi-Cal Enrollment, and the availability of reliable release dates. A sustainable ATI infrastructure (*Action Item #16*) that includes a data-sharing platform (*Action Item #20*) ensures ongoing access to information for the coordination and implementation of the all the ATI action

items. The oversight of the entire ATI initiative relies on the development and continual monitoring of performance measures (**Action Item #17**), which tracks whether each action item is meeting its milestones. The ATI initiative creates system-level change through the development of this infrastructure.

3. FRAMEWORK QUESTIONS

As an initiative, ATI is presumed to be more than the sum of its parts. Consequently, the focus of the evaluation strategy does not lie in conducting a series of assessments of the individual work plan action items (even though such studies could be highly valuable and should be conducted wherever possible). Rather, our current focus lies on providing insights into how ATI as a whole works, and how in its entirety it contributes to its desired outcomes.

While many of the individual action items already have a history of being implemented in the County, others are just being piloted; the initiative as a whole is new. Accordingly, many aspects of program design and implementation, particularly those surrounding the interplay of individual action items, are being newly developed and tested. This Framework proposes a long-term approach to evaluating the initiative, with an initial focus on questions that help inform its development, refinement, and potential scale-up. Other questions, notably those related to impact evaluation, will be more appropriately addressed at a later stage, once the initiative has been fully implemented and we better understand *how* its individual elements work, individually and as a package. While an impact evaluation will not be conducted in the first phase, OEPA will begin to define impact performance measures for measuring what key changes the ATI work is driving towards as outlined in Table 2 below.

In this first phase, there is a large learning potential around the mechanisms of implementation and the interplay between the individual action items, with the need to evaluate whether program theories are sound, action items are likely to support each other in achieving the objectives, and implementation is proceeding as intended. The most relevant questions therefore belong to the following two domains:

A. **Appropriateness**: How does ATI fit the needs and realities of focus population(s) and context? Are the theories, concepts, and ideas behind the initiative and its implementation appropriate and suitable?
B. **Effectiveness**: To what extent are the activities being implemented as intended? To what extent is ATI able to achieve its stated objectives?

More specifically, based on the current stage of the initiative and on stakeholder inputs obtained in the process of preparing the Framework, OEPA will focus on the following questions:

1. **Program theory and design**: To what extent is ATI strengthening the capacity of the County to provide coordinated services to justice-involved individuals?
   a. To what extent are the individual ATI action items and their specific activities consistent with ATI's goals?
   b. How are the individual ATI action items and their specific activities set up to contribute to ATI's goals individually and jointly?

    c. To what extent is ATI set up to support people throughout the entirety of the Sequential Intercept Model?

    d. Which mechanisms are being put in place to support coherence and coordination between ATI action items?

2. **Fidelity of program implementation**: To what extent are the ATI action items being implemented as intended?

    a. Which barriers or challenges exist that impede implementation according to plan?

    b. Which parts of the work plan can be implemented with a high level of fidelity? Which strategies are employed in these cases to respond to unforeseen challenges?

3. **Program Performance:** To what extent do the individual ATI action items achieve their objectives?

    a. To what extent do the action items deliver their intended outputs[3]?

    b. To what extent do the action items achieve their intended outcomes[4]?

4. **Equity and disparities in access and utilization:** To what extent do profiles and characteristics of those accessing and utilizing the programs and services reflect the profiles and characteristics of the entire focus population?

    a. To what extent does ATI address the needs of the entire justice-involved population?

    b. What barriers exist in accessing and utilizing services and programs provided through ATI, and to what extent do these differ according to specific profiles or characteristics?

    c. Which strategies and policies are put in place to address potential access and utilization barriers?

4. PERFORMANCE MEASUREMENT

The general approach to the ATI initiative will be to track performance on key output, outcome, and impact-level measures for all action items. The impact-level performance measures offered below are distinct from the initiative-wide impact evaluation referenced in Section 3. Measures at each level have been mapped to the SIM intercepts. OEPA assigned the SIM intercepts in collaboration with key stakeholders, including ATI leads and program owners.

Table 1 outlines a set of thematic concepts to be used for grouping draft performance measures. The focus concepts proposed here have not yet been defined for the ATI initiative. As such, no single measure proposed here is intended to serve as a definition for any output-, outcome-, or impact-level thematic concept. Thematic concepts assist in the organization of draft measures and help map draft measures to the SIM intercepts (see Table 2).

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[3] Products and services resulting directly from the program activities. These are generally under the control of the program. Examples: number of clients served; number of staff trained.

[4] The intended short-or medium-term effects of the program. These are generally under the influence, but not the control, of the program. Examples: number of returning clients; clients showing up for a court hearing.

Table 1. Thematic Concepts for ATI Performance Measures

Indicator Level	Thematic Concept
Output	Care coordination; Outreach and training; Screening and referral pathways
Outcome	Demand management[5]; Diversion[6] and Desistance[7]; Linked to services (e.g. interim/permanent housing, transportation to interim housing locations, Medi-Cal benefits, post-release connections to care, material distributions)
Impact	Annual change in average daily jail population; annual change in jail bookings; annual change in average length of jail stay; annual change in post-release connections to care; annual change in returns to custody and/or other indicators of repeat involvement in the justice system

Table 2 offers a sample of generalized performance measures for each indicator level: output, outcome, and impact. The measures cut across County ATI programs, departments, and SIM intercepts, meaning they would be used to assess different action items using data from different departments.

Measures have been discussed with ATI leads and program staff. Next steps include further refinement of a final set of performance measures in consultation with ATI leads, assessment of who holds the data for each measure, data availability and accessibility, and a review of data-sharing agreements (in progress) needed to realize enterprise-wide data management. As part of operationalizing the measurement plan, OEPA will consider how to address equity in its data infrastructure, which may include disaggregating data by race, ethnicity, geography, and other categories.

The sample measures provided in Table 2 are not meant to be comprehensive or exhaustive. Sample measures demonstrate how performance measurement can be operationalized across ATI programs, County departments, and SIM intercepts to capture insights on ATI.

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[5] **Demand management** is terminology borrowed from the Enhanced Sequential Intercept Model applied to the Substance Abuse and Mental Health Services Administration (SAMHSA) SIM measures used to characterize a type of performance measure related to demand for services and resources. Here the terminology is used to reference performance measures that help assess demand for County resources and services deployed through ATI-related program efforts.

[6] **Diversion** is a working term from the justice sector. Diversion is used here to group performance measures related to ATI activities that support non-law enforcement responses to behavioral health crises and supportive services that can be accessed by law enforcement and prosecutors in lieu of booking individuals into jail and/or filing charges. Diversion in the context of ATI does not supplant the District Attorney's prosecutorial authorities.

[7] **Desistance** is a working term from the justice sector. Desistance is used here to refer to performance measures that attempt to capture where clients involved with the County's ATI initiative are returning to custody for less serious crimes, spending fewer days in jail, and having less contact with the justice system.

Table 2. Example Performance Measures

Question	Level	Intercept					
		0	1	2	3	4	5
What ATI programs exist for justice-involved individuals?	Output	# of clients served (possible measure of care coordination) # of clients screened or assessed (possible measure of screening and referral pathways) # of clients referred (possible measure of screening and referral pathways) # of outreach resource fairs held per month (possible outreach and training measure)					
Who is successfully showing up for, enrolling in, or completing ATI programs?	Outcome	# of clients enrolled in benefits while in custody (possible measure of linkage to services) % of clients who accept offered services as an alternative to jail booking (possible diversion and desistance measure) # of beds available and occupied (possible demand management measure)					
What key changes is the ATI work driving towards?	Impact	Annual change in average daily jail population Annual change in jail bookings Annual change in average length of jail stay Annual change in post-release connections to care Annual change in returns to custody and/or other indicators of repeat involvement in the justice system					

5. EVALUATION DESIGN

Reflecting the breadth and complexity of ATI and the framework questions, the evaluation design combines a wide range of methods. Cross-cutting strategies are the use of:

- **Performance measurement and administrative data**: To streamline efforts and resources, the evaluation will use performance measurement and administrative data whenever possible. This is particularly relevant for question blocks 1 and 3 (see below).
- **Participatory approaches:** Participatory methods build on the active participation of people being studied, not just as passive respondents but as active contributors. These methods are well suited to provide insights into the perspectives and experiences of clients affected by ATI as well as those of staff involved in the initiative's implementation. The use of participatory approaches also aligns with the County of San Diego's Community Strategic Initiative and responds to stakeholders' request of continued engagement throughout the Measurement and Evaluation process.

More specifically, the following approaches and methods will be used to answer the framework questions outlined in section 3:

Question Block 1 (Program theory and design):
OEPA will take a Contribution Analysis Approach[8] to assess the likely contribution of ATI to its stated goals, and to construct and validate a contribution story that ties together the individual ATI action items. In an iterative process, the initiative's theory of change will be developed, refined, and assessed against existing and primary data. Key data sources are the ATI performance measures and program documentation, which will be complemented by primary data (key informant interviews with County and other programmatic staff; journey mappings and focus groups with clients; as well as additional workshops with stakeholders as needed). The final product will be a substantive and evidence-based narrative on the interplay and outcomes of ATI's action items, and on how ATI as an initiative strengthens the County's provision of services to justice-involved individuals.

Question Block 2 (Fidelity of program implementation):
Based on a process evaluation approach, both quantitative and qualitative methods and data will be used to answer evaluation questions in block 2. Key data sources will be administrative and operational data from the individual action items, complemented by key informant interviews with program and County staff, as well as focus groups and interviews with clients and other stakeholders. Participatory methods will be of particular importance for this question block, as they are well suited to explore barriers and challenges experienced by clients. The final product will be a summary report on the implementation of ATI action items.

Question Block 3 (Program Performance):
Program performance is guided by a set of performance measures which are mapped to the SIM intercepts (see Section 4).

Question Block 4 (Equity and disparities in access and utilization):
While a mixed-method approach (that is, a combination of different research methods) underlies this question block, the focus will be on quantitative comparisons between the baseline focus (or eligible) populations and actual program and service users. That is, OEPA will compare the characteristics of all individuals who are eligible for and targeted by specific services or programs to those who receive the respective services or participate in respective programs. This baseline will be constructed from a combination of existing data sources and representative surveys where a clear and unbiased baseline is not available. Similarly, to the extent possible, program and service usage and access data will be obtained from administrative records; where relevant data is missing, additional data will be collected through representative sampling. To better understand any potential disparities between baseline focus populations and client populations and to identify potential response and mitigation strategies, qualitative data will be collected through key informant interviews, document reviews, interviews or focus groups, and other relevant methods. Again, participatory methods will be of particular importance. The final product will be a report that includes both statistical evidence on access to and utilization of ATI programs and services through an equity lens, and an evidence-based narrative discussion on barriers and strategies to respond to them.

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[8] Mayne, J. (2001). Addressing attribution through contribution analysis: Using performance measures sensibly. The Canadian Journal of Program Evaluation, 16 (1), 1-24

6. TIMELINE

Table 3 summarizes the preliminary timeline for the performance measurement and evaluation activities. This timeline might change significantly, depending on the timelines for the implementation of ATI action items. **Performance measures can only be finalized, and data can only be collected, once an action item is fully operational.** Similarly, work on framework question blocks 2 and 4 depend mostly on the implementation status of the ATI action items, as OEPA can only evaluate what is actually being implemented. For block 2, we assume that by FY 2024/25 most action items will be implemented and that we will focus on program implementation that year. This timeline can be expanded if appropriate and desired by ATI leads.

For block 4, we plan to do the "baseline" (an overall needs assessment for services delivered in each action item) in FY2024/25, and then measure actual use and barriers in FY 2025/26.

A key requirement for the data collection and reporting activities is a robust data infrastructure. OEPA and County Technology Office have been developing an Enterprise Integrated Data Platform (EIDP). This system will: (1) store data from multiple County administrative systems in a central secure location; (2) simplify and automate the process of gathering and linking data together at an individual person level across multiple systems; and (3) provide a governed and secure analytical system to process and examine County data and subsequently share aggregated results. The governance of the system is intended to provide a secure system that preserves individual privacy, while simultaneously allowing for government leaders and the public to gain generalized insights. Once implemented, the EIDP will become an efficient data and analytics resource for all County departments. The EIDP will thus provide ATI with a secure and protected system that preserves individual privacy, while simultaneously allowing for government leaders and the public to gain generalized insights. It will be operational (able to receive and store data) by 2024 Q1.

Table 3. Measurement and Evaluation Timeline

Item	Description	Stakeholders involved	Time
Establish initial list of performance measures	Identify relevant output, outcome, and impact measures	ATI team leads and program staff	Ongoing
Create evaluation work plan	Operationalize framework, defining evaluation work plans for each of the framework questions	PSG, lead agencies, other stakeholders	March – June 2024
Assess data collection and data sharing needs	Identify data sources and data owners	PSG and lead agencies	Start March 2024
	Finalize short list of measures based on data availability	PSG and Data owners	Start March 2024
	Establish data access and assess need for data-sharing agreements	PSG and Data owners	Start March 2024

Item	Description	Stakeholders involved	Time
	Identify existing administrative and other data (beyond the Performances Measures) for framework question blocks 2 and 4	PSG and lead agencies	Start April 2024
	Define primary data needs and data collection strategies for framework question blocks 2 and 4	PSG, lead agencies, other stakeholders	Start April 2024
Operationalize the measurement plan	Create OEPA data infrastructure	Data owners	Ongoing
	Develop ATI data reporting tools and analytics for ATI measures	PSG and Data owners	Start October 2024
Start performance measurement reporting	Establish baseline data for performance measures	PSG and Data owners	Start January 2025
Field work for evaluation projects	Field work for question block 1 (program theory)	PSG, lead agencies, program staff, clients, other stakeholders	FY 2023-25
	Field work for question block 2 (program implementation)	PSG, lead agencies, program staff, clients, other stakeholders	FY 2024-25
	Field work for question block 4 (equity and disparities)	PSG, lead agencies, program staff, clients, other stakeholders	FY 2024-26
Initial results expected	Initial results for question block 1 (program theory)	All	Early 2025-26
	Initial results for question block 2 (program implementation)	All	FY 2025-26
	Initial results for question block 4 (equity and disparities)	All	FY 2026-27

7. LEARNING, REPORTING, AND DISSEMINATION

Since the main framework questions are to understand the appropriateness and effectiveness of the ATI initiative, reporting will reflect the learning in these areas. OEPA will communicate and share findings as follows:

A. Usage of Results:

The findings of the Measurement and Evaluation framework will be utilized to assess the appropriateness and effectiveness of ATI. Results can inform decision-making processes to help refine the ATI strategies, make programmatic adjustments, and guide resource allocation.

B. Report mechanisms:

Formal **evaluation** reports will be generated for question blocks 1, 2, and 4 to document the results and summarize the Measurement and evaluation process and the methods used. An executive summary and policy briefs will be developed for each to distill key findings and recommendations from the final evaluation reports for high-level decision-makers and policymakers. All reports will be provided to the Chief Administrative Office (CAO) and Boards of Supervisors (BOS) and will be posted publicly on the San Diego County Data Portal (https://data.sandiegocounty.gov).

OEPA will develop a reporting system for the **performance measures**, including a data collection plan to collect and store performance measurement data in the EIDP. Visualization, infographics, and other data visualizations displaying the key performance measures will be made available in a public-facing County report or dashboard.

C. Dissemination Strategies:

Evaluation results will be disseminated through various channels including:
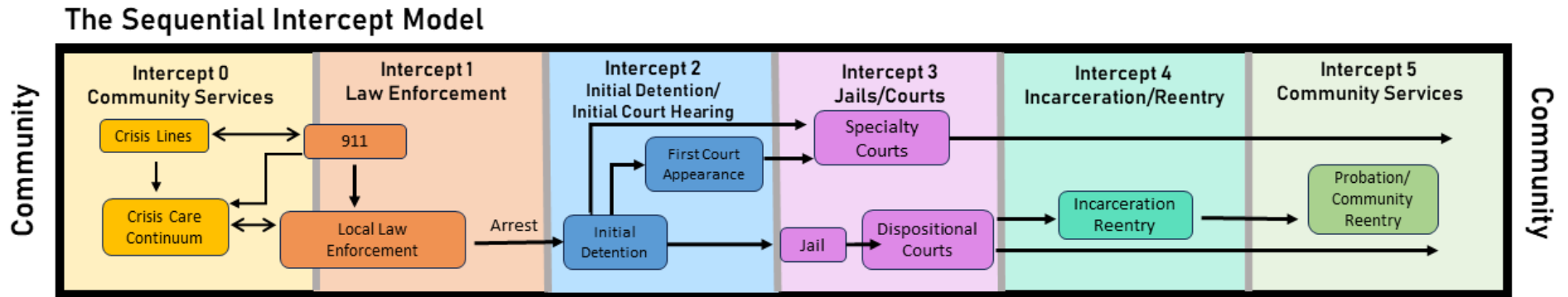- o Publication on the County of San Diego Data Portal
- o Presentations at ATI Workgroup meetings, ATI community events, relevant conferences, workshops, or seminars.
- o Submission for publications in peer-reviewed journals or professional publications.
- o With the help of the County Communication Office, online dissemination via County websites, County public-facing dashboards, and social media platforms.

Key findings and insights will be shared with a broader community to enhance County transparency and accountability for the programmatic work around the Alternatives to Incarceration.

D. Stakeholder Consultation:

OEPA will obtain stakeholder feedback throughout the performance measurement and evaluation cycle, including in the development of the performance measures and the evaluation work plan and the interpretation of the results. Stakeholders will also have opportunities to provide input on dissemination strategies and formats to ensure that the findings reach the intended audiences effectively.

APPENDIX *Figure 1: SIM and ATI Work Items*

The Sequential Intercept Model

ATI Work Item (#)—Lead Agency