SANDAG
John Minto, Chair
Mayor, City of Santee
(Representing East County)
Keith Blackburn, Vice Chair
Mayor Pro Tem, City of Carlsbad
(Representing North County Coastal)
Chris Ward
Councilmember, City of San Diego
Bill Horn
Supervisor, County of San Diego
Steve Vaus
Mayor, City of Poway
(Representing North County Inland)
Alejandra Sotelo-Solis
Councilmember, City of National City
(Representing South County)

Public Safety
Manuel Rodriguez
Chief, National City Police Department
(Representing County Chiefs’/ Sheriff’s Association)
Walt Vasquez
Chief, La Mesa Police Department
(Representing County Chiefs’/ Sheriff’s Association)
Donald Butz
Chief, Lakeside Fire Protection District
(Representing Regional Fire/ Emergency Medical Services)
Bonnie Dumanis
District Attorney, San Diego County
(San Diego County District Attorney)
Shelley Zimmerman
Chief of Police, City of San Diego
(San Diego Police Department)
William D. Gore
Sheriff, San Diego County
(San Diego County Sheriff)

Advisory Members
Adolfo Gonzales
Chief Probation Officer, San Diego County Probation Department
(Representing County Public Safety)
Gerral David
Director of Operations, Navy Region Southwest
(Representing Department of Defense)
Alana W. Robinson
Acting United States Attorney
U.S. Attorney’s Office
(Representing Federal Public Safety)
Eric Birnbaum
Special Agent in Charge
Federal Bureau of Investigation
(Representing Federal Public Safety)
John Valencia
Program Manager
Office of Homeland Security, City of San Diego
(Representing Homeland Security)
Jaime Becerra
Chief, Transit Enforcement, North County Transit District
(Representing Regional Transit)
Robert Smith
Representative, Pala
(Representing Southern California Tribal Chairman’s Association)
Jim Abele
Chief, California Highway Patrol
(Representing State Public Safety)
Gary L. Gallegos
Executive Director, SANDAG

PUBLIC SAFETY COMMITTEE AGENDA

Friday, February 17, 2017
1 to 3 p.m.
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

- AUTOMATED REGIONAL JUSTICE INFORMATION SYSTEM ORGANIZATIONAL ASSESSMENT

PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING

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MISSION STATEMENT
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San Diego Association of Governments · 401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900 · Fax (619) 699-1905 · sandag.org
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ITEM NO.  |  RECOMMENDATION
--- | ---
+1.  | APPROVAL OF MEETING MINUTES

The Public Safety Committee is asked to review and approve the minutes from its January 20, 2017, meeting.

2.  | PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Members of the public shall have the opportunity to address the Public Safety Committee on any issue within the jurisdiction of the Committee that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the Clerk prior to speaking. Public speakers should notify the Clerk if they have a handout for distribution to Committee members. Public speakers are limited to three minutes or less per person. Committee members also may provide information and announcements under this agenda item.

REPORTS

3.  | REPORT FROM THE SAN DIEGO COUNTY FIRE CHIEFS’ ASSOCIATION

(Chief Don Butz, Lakeside Fire Protection District)


+4.  | AUTOMATED REGIONAL JUSTICE INFORMATION SYSTEM

ORGANIZATIONAL ASSESSMENT (Mayor Steve Vaus, City of Poway; Chief Walt Vasquez, La Mesa Police Department; Diane Eidam)

A report will be provided on the methodology and results of the Automated Regional Justice Information System (ARJIS) Organizational Assessment. The Public Safety Committee is asked to discuss the outcomes of the assessment and provide any input it has on areas of improvement for ARJIS.

5.  | CONTINUED PUBLIC COMMENT

If the five speaker limit for public comments was exceeded at the beginning of this agenda, other public comments will be taken at this time. Subjects of previous agenda items may not again be addressed under public comment.

6.  | UPCOMING MEETINGS

The next meeting of the Public Safety Committee is scheduled for Friday, March 17, 2017, at 1 p.m.

7.  | ADJOURNMENT

+ next to an agenda item indicates an attachment
The meeting of the Public Safety Committee (PSC) was called to order by Chair Steve Vaus (North County Inland) at 1:03 p.m. See the attached attendance sheet for PSC member attendance.

1. APPROVAL OF MEETING MINUTES (APPROVE)

**Action:** Upon a motion by Chief Manuel Rodriguez (County Chiefs’/Sheriff’s Association-Seat A) and a second by Vice Chair Bill Wells (East County), the PSC approved the meeting minutes of November 18, 2016. Yes – Chair Vaus, Vice Chair Wells, Councilmember Chris Ward (City of San Diego), Chief Rodriguez, Supervisor Bill Horn (County of San Diego), Chief Donald Butz (Regional Fire/Emergency Medical Services), and Chief Shelley Zimmerman (San Diego Police Department). No – None. Abstain – North County Coastal. Absent – County Chiefs’/Sheriff’s Association-Seat B, San Diego County District Attorney, San Diego Sheriff’s Office, and South County.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Chair Vaus noted there are new members and alternates to the PSC and asked PSC members to introduce themselves.

Chair Vaus thanked Dr. Cynthia Burke, Division Director, Applied Policy Research/Criminal Justice Research, for a job well done on KUSI regarding her latest crime report.

**REPORTS**

3. REPORT FROM THE CHIEFS’/SHERIFF’S MANAGEMENT COMMITTEE (INFORMATION)

Chief Rodriguez reported on the Chiefs’/Sheriff’s Management Committee meeting held on January 4, 2017.

**Action:** This item was presented for information.
4. REPORT FROM THE SAN DIEGO COUNTY FIRE CHIEFS’ ASSOCIATION (INFORMATION)

Chief Butz reported on recent meetings of the San Diego County Fire Chiefs’ Association.

**Action:** This item was presented for information.

5. FY 2017 PROGRAM BUDGET AMENDMENT: NATIONAL INCIDENT-BASED REPORTING SYSTEM IMPLEMENTATION (APPROVE)

Pam Scanlon, Director, Automated Regional Justice Information System (ARJIS), reported on the National Incident-Based Reporting System (NIBRS). In partnership with the San Diego Police Department, ARJIS has been awarded a U.S. Department of Justice grant to transition to NIBRS.

**Action:** Upon a motion by Councilmember Ward and a second by Councilmember Alejandra Sotelo-Solis (South County), the PSC approved an amendment to the FY 2017 Program Budget in the amount of $497,473 to accept this grant funding. Yes – Chair Vaus, Vice Chair Wells, Councilmember Ward, Chief Rodriguez, Supervisor Horn, Councilmember Edson, Chief Butz, Chief Zimmerman, and Councilmember Sotelo-Solis. No – None. Abstain – None. Absent – County Chiefs’/Sheriff’s Association-Seat B, San Diego County District Attorney, and San Diego Sheriff’s Office.

6. REGIONAL INFORMATION SHARING SUCCESS STORIES (INFORMATION)

Cindy Anderson, Crime Analyst, Carlsbad Police Department, reported on recent success stories involving multiple agencies that demonstrate the value of sharing regional data using the ARJIS suite of tools.

**Action:** This item was presented for information.

7. ARRESTS, VICTIMIZATIONS, AND BUDGETS: AN OVERVIEW OF RECENT CRIMINAL JUSTICE CLEARINGHOUSE REPORTS (INFORMATION)

Dr. Burke presented an overview of key findings from the Crime in the San Diego Region series publications from SANDAG.

**Action:** This item was presented for information.

8. CONTINUED PUBLIC COMMENT

None.

9. UPCOMING MEETINGS

The next PSC meeting is scheduled for Friday, February 17, 2017, at 1 p.m.

10. ADJOURNMENT

Chair Vaus adjourned the meeting at 2:07 p.m.
## CONFIRMED ATTENDANCE

### SANDEGA PUBLIC SAFETY COMMITTEE MEETING

**January 20, 2017**

<table>
<thead>
<tr>
<th>JURISDICTION</th>
<th>NAME</th>
<th>MEMBER/ ALTERNATE</th>
<th>ATTENDING</th>
<th>COMMENTS/ ATTENDED</th>
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<tbody>
<tr>
<td>North County Inland</td>
<td>Hon. Steve Vaus, Chair</td>
<td>Member</td>
<td>Yes</td>
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<td></td>
<td>Hon. Amanda Rigby</td>
<td>Alternate</td>
<td>No</td>
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<tr>
<td>East County</td>
<td>Hon. Bill Wells, Vice Chair</td>
<td>Member</td>
<td>Yes</td>
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<td>Vacant</td>
<td>Alternate</td>
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<tr>
<td>City of San Diego</td>
<td>Hon. Chris Ward</td>
<td>Member</td>
<td>Yes</td>
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<td></td>
<td>Hon. Lorie Zapf</td>
<td>Alternate</td>
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<td>County Chiefs'/Sheriff's Association</td>
<td>Chief Manuel Rodriguez</td>
<td>Member-Seat A</td>
<td>Yes</td>
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<td>Chief Walt Vasquez</td>
<td>Member-Seat B</td>
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<td></td>
<td>Chief Craig Carter</td>
<td>Alternate-Seat A</td>
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<td>Chief Neil Gallucci</td>
<td>Alternate-Seat B</td>
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<td>County of San Diego</td>
<td>Supervisor Bill Horn</td>
<td>Member</td>
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<td></td>
<td>Supervisor Greg Cox</td>
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<td>County Sheriff</td>
<td>Sheriff William D. Gore</td>
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<td>Undersheriff Mark Elvin</td>
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<td>Hon. Keith Blackburn</td>
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<td>Hon. Jewel Edson</td>
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<td>Regional Fire/Emergency Medical Services</td>
<td>Chief Don Butz</td>
<td>Member</td>
<td>Yes</td>
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<td></td>
<td>Chief Tim Isbell</td>
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<td>San Diego County District Attorney</td>
<td>Bonnie Dumanis</td>
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<td></td>
<td>Chief Miguel Rosario</td>
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<td>San Diego Police Department</td>
<td>Chief Shelley Zimmerman</td>
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<td>Ex. Assistant Chief Todd Jarvis</td>
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<tr>
<td>South County</td>
<td>Hon. Alejandra Sotelo-Solis</td>
<td>Member</td>
<td>Yes</td>
<td>Arrived after Item 1 Vote</td>
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<td>Vacant</td>
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### ADVISORY MEMBERS

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<tr>
<th>JURISDICTION</th>
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<th>MEMBER/ ALTERNATE</th>
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<th>COMMENTS/ ATTENDED</th>
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<tr>
<td>County Public Safety</td>
<td>Adolfo Gonzales</td>
<td>Member</td>
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<td></td>
<td>Rueben Littlejohn</td>
<td>Alternate</td>
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<td>Department of Defense</td>
<td>Michial Michalovich</td>
<td>Member</td>
<td>No</td>
<td>Blair Perez attended</td>
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<td>Gerral David</td>
<td>Alternate</td>
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<td>Federal Public Safety</td>
<td>Alana W. Robinson</td>
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<td></td>
<td>Kathleen Connion</td>
<td>1st Alternate</td>
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<td>Gregory Archambeault</td>
<td>2nd Alternate</td>
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<td>Eric Birnbaum</td>
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<td>William Sherman</td>
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<td>Steven C. Stafford</td>
<td>2nd Alternate</td>
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<td>Homeland Security</td>
<td>John Valencia</td>
<td>Member</td>
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<td></td>
<td>Holly Crawford</td>
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<td>Regional Transit Services</td>
<td>Jaime Beccera</td>
<td>Member</td>
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<td>Manuel Guaderrama</td>
<td>Alternate</td>
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<td>Southern CA Tribal Chairmen's Association (SCTCA)</td>
<td>Robert H. Smith</td>
<td>Member</td>
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<td>Leia Arviso</td>
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<td>State Public Safety</td>
<td>Chief Jim Abele</td>
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AUTOMATED REGIONAL JUSTICE INFORMATION SYSTEM ORGANIZATIONAL ASSESSMENT

Introduction

On June 24, 2016, the SANDAG Board approved the Automated Regional Justice Information System (ARJIS) Organizational Assessment Work Plan. The Work Plan established a Steering Group, which included five representatives from SANDAG/Local Government and three law enforcement representatives to conduct the assessment. The Work Plan described tasks including assessing the current governance structure, as well as assessing alternatives and comparing them to the current structure of ARJIS. The main goal of the assessment was to identify the preferred structure for supporting ARJIS as an effective tool for both local government and law enforcement agencies.

Discussion

The Work Plan identified the following tasks:

Task 1: Assess existing ARJIS Joint Powers Agency (JPA) administered by SANDAG (current organizational structure)

Task 2: Identify potential alternative organizational structures

Task 3: Identify positive, neutral, or negative potential of each alternative organizational structure compared to current ARJIS

Methodology

Staff provided the Steering Group with narrative and supporting documentation to establish a foundation for the assigned tasks. The Steering Group adopted assessment criteria and evaluation methodology and initially looked at ARJIS’s current condition and a potential alternative structure involving the Sheriff. The following assessment criteria include 60 individual items that were used to measure the organizational structure across 10 areas. These 10 areas included:

- Governance
- Technology Infrastructure and Operations
- ARJIS User Needs
- Financial Budget Impact
- Administrative Support
- Legal/Legislation
- Public Perception
- Project Management
- Impact of Transitioning
- Positioning ARJIS for the Future
The Steering Group reviewed the structures, and the ARJIS Organizational Assessment Report (provided as Attachment 1) indicates whether the 60 criteria were met. The report also discusses strengths and weaknesses when deemed necessary.

**Results**

The Steering Group determined that ARJIS, in its current condition, met all specified criteria and recommends that the ARJIS JPA remains under SANDAG’s responsibility.

The Steering Group identified two potential governance structures at the beginning of the assessment process; one utilizing the Sheriff, and one that would continue to utilize SANDAG. Based on its analysis and determination that the current governance structure is working effectively for both local government and law enforcement agencies, the Steering Group concluded that a full analysis of both alternatives was not a prudent use of public funds. For this reason, this assessment is focused on gauging the effectiveness of SANDAG’s governance structure.

As part of this comprehensive assessment, the Steering Group noted the following areas that could benefit from enhancement:

- Frequency of ARJIS Technical Committee meetings
- The tracking and reporting of grant deliverables
- Mobile program platform flexibility
- Coordination between agency legal resources
- Strategic planning for the long-term replenishment and use of ARJIS reserves
- Succession planning within the ARJIS organization
- Regional training

**Next Steps**

The Steering Group will ask the Board of Directors to approve the recommended organizational structure at its March 10, 2017, meeting. With the Public Safety Committee’s input and the Board’s direction, the Steering Group and staff will develop a plan for implementing the suggested recommendations to further enhance ARJIS as an effective tool for both local government and law enforcement agencies. These recommendations will be presented to the Public Safety Committee and the Board of Directors in April 2017.

RAY MAJOR  
Director of Technical Services

Attachment: 1. Automated Regional Justice Information System Organizational Assessment Report

Key Staff Contact: Diane Eidam, Executive Strategic Advisor, diane.eidam@sandag.org
Automated Regional Justice Information System
Organizational Assessment Report

EXECUTIVE SUMMARY

BACKGROUND

The Automated Regional Justice Information System (ARJIS) is a complex criminal justice enterprise network used by more than 80 local, state, and federal agencies in the two California counties that border Mexico. The ARJIS governance structure promotes data sharing and cooperation at all levels for member agencies, from executives to officers, as well as technical staff.

ARJIS is responsible for major public safety initiatives, including wireless access to photos, warrants, and other critical data in the field, crime and sex offender mapping; crime analysis tools; evaluation; and an enterprise system of applications that help users solve crimes and identify offenders. ARJIS also serves as the region's information hub for officer notification; information sharing; and the exchange, validation, and real-time uploading of many types of public safety data.

ARJIS is a Joint Powers Agency (JPA) formed in 1980 under Section 6500 of the California Government Code. Prior to its consolidation with SANDAG, the ARJIS governing structure included a board of directors, comprised of elected officials from each of the 18 cities and the County; a Management Committee with executive level representation from the 10 data Contributing Member Agencies (CMAs); and the Business, Technical, and Crime Analysis Committees.

In January 2004, ARJIS was consolidated with SANDAG. The JPA was amended to designate SANDAG as the “Administrative Member” and to establish the Public Safety Committee (PSC). The ARJIS JPA states that ARJIS shall be governed by the terms of the JPA; by any policies passed and adopted by the ARJIS governing board; and by the statutes, rules, regulations, policies or procedures that govern SANDAG. While the JPA established the PSC as the ARJIS governing board, it also stated that all powers of ARJIS shall be exercised by the SANDAG Board of Directors who shall delegate responsibilities to the PSC.

Since early 2016, a group that includes SANDAG/Local Government and law enforcement representatives has met to consider the current organizational structure of ARJIS and explore alternative structures. On June 24, 2016, the SANDAG Board approved the ARJIS Organizational Assessment Work Plan.

The Work Plan established a Steering Group, which included five representatives from the SANDAG/Local Government and three law enforcement representatives to conduct the Assessment. The Work Plan described tasks including assessing the current governance structure, as well as assessing alternatives and comparing them to the current structure of ARJIS. The main goal of this Assessment was to identify the preferred structure for supporting ARJIS as an effective tool for both local government and law enforcement agencies.
**METHODOLOGY**

The Work Plan identified the following tasks:

Task 1: Assess existing ARJIS as a JPA administered by SANDAG (current organizational structure)

Task 2: Identify potential alternative organizational structures

Task 3: Identify positive, neutral, or negative potential of each alternative organizational structure compared to current ARJIS

SANDAG staff provided the Steering Group with an in-depth narrative describing ARJIS and relevant supporting documentation to establish a foundation for the assigned tasks. The Steering Group adopted assessment criteria and evaluation methodology and initially looked at ARJIS’s current condition and a potential alternative structure involving the Sheriff. The following assessment criteria included 60 individual items that were used to measure the current and alternative structure across ten areas. These ten areas included:

- Governance
- Technology Infrastructure and Operations
- ARJIS User Needs
- Financial Budget Impact
- Administrative Support
- Legal/Legislation
- Public Perception
- Project Management
- Impact of Transitioning
- Positioning ARJIS for the Future

The Steering Group reviewed the 60 criteria and identified strengths and weaknesses when deemed necessary. The results were summarized after the preferred structure was identified.

**RESULTS**

The Steering Group determined that ARJIS in its current condition met all specified criteria and recommends that the ARJIS JPA remains under SANDAG responsibility.

The Steering Group identified two potential governance structures at the beginning of the assessment process, one utilizing the Sheriff and one that would continue to utilize SANDAG. Based on its analysis and determination that the current governance structure is working effectively for both local government and law enforcement agencies, the Steering Group concluded that a full analysis of both alternatives was not a prudent use of public funds. For this reason, this assessment is focused on gauging the effectiveness of the SANDAG governance structure.

As part of this comprehensive assessment, the Steering Group noted the following areas that could benefit from enhancement:

- Frequency of ARJIS Technical Committee meetings
- The tracking and reporting of grant deliverables
- Mobile program platform flexibility
- Coordination between agency legal resources
- Strategic planning for the long-term replenishment and use of ARJIS reserves
- Succession planning within the ARJIS organization
- Regional training
The Steering Group will ask the Board of Director’s to approve the recommended organizational structure at its March 10, 2017, meeting. With the PSC’s input and the Board’s direction, the Steering Group will develop suggested recommendations to further enhance ARJIS as an effective tool for both local government and law enforcement agencies. These recommendations will be presented to the PSC and the Board of Directors in April 2017.

Detailed current condition results are below.
Current Condition Assessment Results

This section provides the following:

- The specific criteria (bold type) used by the Steering Group to evaluate the current condition
- General descriptions (plain text) of the current conditions that satisfied the individual criterion
- Relevant strengths and weaknesses as they relate to specific assessment criteria

Governance

The parties to the ARJIS JPA have oversight and decision making authority over significant policy and financial matters:

The PSC is governed by Board Policy No. 026 – Public Safety Policy Advisory Committee. Board Policy No. 026 specifies that the PSC shall be overseen by the SANDAG Board of Directors and shall govern itself in accordance with the ARJIS JPA and the policies and procedures applicable to all SANDAG policy advisory committees.

The PSC is intended to serve a dual role. In addition to its role as a policy advisor to the SANDAG Board on public safety issues, the PSC is the governing board of the JPA known as ARJIS. As such, it is a governing body of a separate legal entity and is unique from other SANDAG committees as it has powers and responsibilities that are independent of its role as a SANDAG policy advisory committee.
Under Board Policy No. 026, the PSC has the authority to approve financial and contracting transactions, including budget amendments up to $500,000 for ARJIS and Criminal Justice Research Division (CJRD) items, unless these transactions have potential public policy or liability implications within SANDAG’s purview. Approval for transactions over $500,000 or for those transactions with potential public policy or liability implications rest with the Board.

Board Policy No. 026 also specifies that time sensitive grant opportunities require the recommendation of the PSC chairperson, and the approval of the SANDAG Executive Director, in consultation with the SANDAG Board Chair, prior to grant application.

The JPA specifies that the PSC shall recommend approval of a preliminary budget to the Board by April 1, recommend approval of a final budget no later than June 1, and approval by July 1.

**Broad jurisdictional representation**

Voting membership in the PSC is comprised of six elected officials and six associate members from law enforcement, the District Attorney's Office, and Fire/Emergency Medical Services. There are also eight non-voting advisory members representing regional, state, and federal interests.

The PSC structure allows for participation from such diverse groups as prosecution, homeland security, fire and emergency services, and larger agencies, such as the San Diego County Sheriff’s Department and the San Diego Police Department, who alone responds to approximately half of the reported crimes in San Diego County. This diversity, with expertise from subject matter experts, has benefited the San Diego region and resulted in ensuring the broadest and most consistent application of effective public safety strategies and policies.

**Member agencies have active participation in crafting goals, objectives, and operational plans to meet operational needs**

The Chiefs'/Sheriff’s Management Committee (CSMC) is a standing subcommittee to the PSC. Its membership includes the Public Safety CEO of its member agencies.

Board Policy No. 026 is very specific with regard to the membership and authorities of the CSMC. According to the policy, the functions of the CSMC shall be to:

- Review, evaluate, and provide recommendations to the PSC on the ARJIS and CJRD Work Plan and budget (including parameters for pursuit of grant opportunities)
- Monitor the implementation of the ARJIS and CJRD Work Plan and budget
- Develop and recommend operational policies and procedures necessary to carry out operations within SANDAG purview
- Approve and oversee the implementation of the recommendations from other subcommittees and working groups within limitations of approved policies and procedures
- Make recommendations on public policy issues upon request by the PSC
- Perform other functions delegated by the PSC
**ARJIS Business Working Group**

The ARJIS Business Working Group (BWG) reports to the CSMC. Its responsibilities include:

- Identifying issues or changes related to data at the local, state, and federal level and recommending solutions
- Recommending modifications or additions to ARJIS business rules related to changes in data validation and standardization
- Developing the annual ARJIS Work Plan and recommending approval to the Chiefs’/Sheriff’s Management Committee
- Recommending and prioritizing enhancements to ARJIS applications

Voting members are representatives from ARJIS member agencies including Records Managers, Crime Analysts, and Assistant Chiefs. The unique composition of subject matter experts ensures that ARJIS addresses the needs of law enforcement personnel at all levels across the region.

**ARJIS Technical Working Group**

The ARJIS Technical Working Group reports to the CSMC. Its responsibilities include:

- Providing recommendations on state-of-the-art technology that enhances both officer and public safety
- Providing input on the ARJIS Mobile Program and associated applications
- Reviewing new interfaces and ensuring that ARJIS is utilizing national standards and best practices
- Recommending enhancements to ARJIS Security Center and the process of authenticating to ARJIS
- Reviewing technical issues reported by agencies and identifying solutions

Voting members of the ARJIS Technical Working Group are representative from ARJIS member agencies.

There also are the following working groups: Crime Analyst Working Group, Wireless Working Group, USER Working Groups. The working groups are ad hoc and include subject matter experts from member agencies to address specific issues.

**Policy development is transparent, well documented and based on best practices**

SANDAG has a structured process for the development of formal SANDAG policies. Per Board Policy No. 001, the SANDAG Executive Committee has the responsibility to make policy recommendations to the Board of Directors. Policy recommendations take the form of Board Policies that are adopted by the Board and maintained by the Office of General Counsel. Board Policies are posted to the public website. SANDAG currently has 36 Board Policies.

The development of new Board Policies or substantive changes to existing Board Policies may be vetted through the various policy committees on an as-needed basis, prior to being acted upon by the Executive Committee and the Board of Directors in properly noticed public meetings.
The rapid growth of technology has generated issues surrounding citizens’ privacy rights with regards to ‘big data’ and government surveillance. Recent events such as the National Security Agency program scandal have further exacerbated the concerns of government access to citizens’ personal information. ARJIS, the CSMC, and PSC understand these concerns and have taken steps to ensure operational policies and procedures are in place regarding privacy.

ARJIS and the CSMC assisted in the development of the Privacy Impact Assessments (PIA) for License Plate Readers, facial recognition, and interstate driver’s license and booking/corrections photo exchange.

The PIAs have assisted ARJIS with the development and implementation of Acceptable Use Policies (AUPs) that outline the responsibilities of ARJIS as the regional public safety information technology services provider for public safety-related technologies and applications. Operational protocols for how these technologies are utilized by law enforcement agencies and their officers are dictated by those individual agencies.

The AUPs were developed with assistance from the International Association of Chiefs of Police and the ARJIS AUP ad hoc committee that is staffed by member agency representatives. Proposed policies were then vetted through the ARJIS working groups publically through the ARJIS governing structure.

A recent report from the Georgetown Law Center on Privacy and Technology that investigated facial recognition programs implemented at law enforcement agencies nationwide reported that “Of 52 agencies only four (less than 10%) have a publically available use policy. And only one agency, the San Diego Association of Governments, received legislative approval for its policy.”

**Complies with the terms and conditions of both the Joint Powers Agreement established in the spring of 2004 and Government Code 6500**

Based on analysis of individual components of the JPA and the Government Code requirements for JPAs, ARJIS is currently in compliance under the current structure of administration by SANDAG.

**Governing bodies are subject to the Brown Act**

ARJIS governing bodies consist of the SANDAG Board of Directors, the PSC, and the CSMC. Each of these bodies is subject to the Brown Act.

**Data sharing relationships and ownership are formally documented**

On May 27, 2016, SANDAG-ARJIS and the member agencies finalized the Memorandum of Understanding Among SANDAG-ARJIS and Member Agencies for Use and Access of Regional Data in Automated Regional Justice Information System Enterprise (Data Sharing MOU). Signing of the Data Sharing MOU by all parties to the JPA was completed in October 2016.
<table>
<thead>
<tr>
<th><strong>ARJIS Assessment Criteria</strong></th>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance</strong></td>
<td></td>
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<tr>
<td>Member agencies have active participation in crafting ARJIS goals, objectives, and operational plans to meet operational needs.</td>
<td>Member agencies are participants to the CSMC and the BWG is the main group wherein member agencies provide input on Work Plans and goals.</td>
<td>Technical Committee has not met in several years. This means limited technical input from member agencies, and possible missed opportunities for improved technical planning and alignment between agencies and ARJIS.</td>
</tr>
<tr>
<td>Broad jurisdictional representation.</td>
<td>All Law Enforcement agencies are CMAs to ARJIS with additional participation/use by additional state, federal, and tribal partners.</td>
<td><strong>Technology Infrastructure and Operations</strong></td>
</tr>
<tr>
<td><strong>Highly available, secure Data Center, certified by state and federal Departments of Justice</strong></td>
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<tr>
<td>The ARJIS Data Center is located at the National Law Enforcement Telecommunications System (Nlets) facility in Phoenix, Arizona. Nlets has over 45 years of experience linking together state, local, and federal law enforcement, justice and public safety agencies for the purpose of exchanging critical information. ARJIS is linked to the Nlets Data Center via a private 100Mb circuit and through a back-up Virtual Private Network tunnel.</td>
<td></td>
<td>The ARJIS network is certified by CalDOJ and FBI-CJIS. As stated earlier, FBI-CJIS conducts a comprehensive audit of the network every two years.</td>
</tr>
<tr>
<td>The Nlets Data Center is certified by the California Department of Justice (CalDOJ) (as well as every other state with a law enforcement component) and the Federal Bureau of Investigation Criminal Justice Information System (FBI-CJIS). FBI-CJIS conducts a comprehensive audit of the Data Center every two years.</td>
<td></td>
<td>The ARJIS network is a secure, private Wide-Area Network (WAN) using dedicated circuits for all wired telecommunications. Mobile wireless connectivity is fully encrypted and routed directly to</td>
</tr>
<tr>
<td>The Nlets Data Center is a tier 3 facility: 99.98 percent availability (uptime); redundant air conditioning, fire suppression, and power systems (including backup generators); off-site failover location; automated intrusion detection system, and 24x7x365 on-site technical personnel.</td>
<td></td>
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<tr>
<td>The Nlets facility is highly secure: two-factor authentication required to access the building; biometric iris scan required to enter the Data Center; 24x7x365 on-site security personnel; and monitored fixed and pan-tilt/zoom security cameras throughout.</td>
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</table>
ARJIS from the cell tower contacted by the officer’s mobile device (by special arrangement with Verizon).

24x7x365 monitoring and maintenance of the approximately 60 dedicated circuits that make up the ARJIS network is provided by ATOS (formerly Xerox) with guaranteed response time of 15 minutes or less, and guaranteed availability (uptime) of 99.9 percent.

At the end of calendar year 2015, a network assessment was conducted by an information technology security assurance services company. Components of the assessment included information security consulting, penetration testing, application security testing, vulnerability scanning, wireless security assessments and attempted network intrusion. Periodic assessments are essential to maintaining a secure network.

**Real-time, error-checking, standardized data interfaces to local, state, and federal data**

ARJIS has developed over 50 standard interfaces for data being sent and received real-time or near real-time to the ARJIS Enterprise. Standards utilized for these interfaces include Law Enforcement Exchange (LEX) 3.0 and National Information Exchange Model (NIEM). For each of these interfaces, ARJIS staff developed confirmation emails that are generated every 24 hours, indicating the number of records added, the number and identification of those records that failed the interface validation, and any other error messages.

**On-call technical assistance and 24/7 help desk staffed by trained personnel**

ARJIS maintains a multi-tiered 24/7 Help Desk. Initial calls come into the ARJIS Help Desk, and are answered immediately by ARJIS staff that is on site five days a week, ten hours a day, with immediate remote access after-hours. The calls are entered into a Help Desk application, given a priority and assigned to either: (1) ARJIS staff; (2) Sheriff/County staff in the event of a County issue with SDLAW, eSUN, and NetRMS; or (3) third-party 24/7 on-call technical support. The technical support includes Nlets with 24/7 on-site technical support of the Data Center; Atos, COX, and Verizon for the wired and wireless network, and Software AG for the middleware, among others with whom ARJIS has support contracts.

**Redundant server and storage hardware with automatic failover and maximum five-year refresh**

ARJIS uses Dell servers with multiple processors and extensive memory. These servers are configured to host multiple virtual machines (VM), reducing the power and air conditioning footprint while increasing responsiveness, flexibility, and failover capability.

The virtual servers and their network connections are load-balanced. As demand increases (server load reaches 40% of capacity), more virtual servers are brought on line to share the load. As network traffic increases, the load is distributed across multiple redundant paths. This schema provides maximum reliability with minimum response time to data queries.

ARJIS uses network attached storage (NAS), which combines robust fault tolerance and failover capabilities. The ARJIS NAS consists primarily of flash disks (solid state disk drives with no moving parts to fail), which provide much higher performance than traditional mechanical hard drives.

The ARJIS NAS is expandable, with a current capacity of 100 terabytes (100TB).
The ARJIS NAS, located at the Nlets Data Center, and is mirrored at the San Diego site, so in the unlikely event of loss of connectivity to or catastrophic failure of the ARJIS NAS at Nlets, the data store would still be accessible at the San Diego site.

**Current software with automatic updates and enterprise or volume licensing**

The redundant nature of the ARJIS network and server hardware allows for software updates to be tested first before being deployed enterprise-wide during scheduled maintenance windows. This ability to test before deployment is essential as patches and updates can have unintended/unanticipated effects on hardware and the applications that run on them.

ARJIS leverages enterprise and volume licensing of major software (operating systems and application suites) through the SANDAG Contracts and Procurement Division. This includes Microsoft licenses to support the SharePoint portals, SQL, Office; ESRI, JIRA, and anti-virus software.

Updates are schedule once a month on late Saturday night/Sunday mornings to minimize impact to users.

**In-house application development provided by staff proficient in multiple programming languages and platforms**

ARJIS utilizes in-house programmers for all ARJIS specific applications. There are currently eight dedicated programmers, each with at least six years of law enforcement application knowledge and expertise in data and interface standards, validation tables. They are considered subject matter experts, have close working relationships with the member agencies, and are often asked to participate on technical working groups such as the LEXS national standard working group. The major applications they are responsible for listed below. Each of these are identified in the ARJIS Annual Work Plan and Budget; and agencies are provided feedback and updates on each throughout the year, via committee meetings, weekly Service Logs, and related communications.

**Secure mobile program with a full suite of ARJIS applications and centralized mobile device management**

ARJIS manages the Regional Mobile Program, which equips 30+ local, federal, and state agencies throughout the county with access to 660+ secure mobile devices. These devices allow officers from across the region to access critically needed data from the field, which has resulted in thousands of positive identifications, arrests and case closures.

**History**

Initiated in 2004, ARJIS was the first agency in the County to issue mobile devices for access to criminal justice data. This was accomplished in a partnership with the Department of Homeland Security (DHS) as a part of their BorderSafe effort. BorderSafe was intended to assist DHS in the discovery of new ways to share sensitive but unclassified data between federal, state, and local law enforcement agencies. This effort involved the deployment of Windows Mobile phones to select member agencies.

At the time, the mobile platform presented a significant challenge for ARJIS to guarantee conformance to security mandates, while ensuring device functionality, ease of use, and real-time responses. An equally important requirement was to provide desktop applications that ARJIS’
participating agencies could access from personal computers, while also ensuring that the mobile version of the same application provided the user with a comparable experience. Traditionally when officers were working in the field, they relied on radio communications with their dispatchers or in-vehicle mobile computers to obtain status information (driver’s license, local, National Crime Information Center (NCIC) warrants, parole, and probation). While radio communications have been a vital component of policing, information transmittal has always been significantly limited. The ARJIS mobile applications resulted in a paradigm shift for officers accessing data in the field. In recent years, ARJIS began the process of reviewing mobile technology for Apple and Android devices, as Windows Mobile phones were becoming obsolete. ARJIS developed technology for the Android platform to replace Windows Mobile. At the time, due to their proprietary nature, Apple devices and the IOS platform were not approved for access to CJIS data.

Since that time solutions to the security issues related to Apple devices have been solved. Therefore, ARJIS is in the process of enhancing the development of its enterprise law enforcement mobile applications for deployment across multiple operating system platforms. This capability will provide ARJIS developers a studio platform for creating the applications along with device emulation tools as a means of efficiently creating the source code and then compiling across multiple operating systems simultaneously (Android, IOS, Windows Mobile). Application upgrades can be completed within the studio platform and then recompiled across all operating systems with one click of the mouse. The solution would also provide a means for creating a public safety enterprise application store (similar to Google Play or iTunes) where the applications could be deployed directly to registered devices with or without user intervention.

Applications

ARJIS Mobile is comprised of three applications: (1) State, Regional, and Federal Enterprise Retrieval System (SRFERS); (2) Tactical Identification System (TACIDS); and (3) COPLINK.

Mobile Security

One of the issues ARJIS has carefully monitored throughout the duration of the Wireless Program is network and device security. The networks involved were carefully engineered to meet the state requirements for access to California Law Enforcement Telecommunications System and NCIC databases. The secured network topology and encryption have also proven sufficient to protect the sensitive but unclassified data as it moves across the wired and wireless networks. ARJIS has not experienced any known vulnerabilities or breaches based on network architecture.

In addition, each device is assigned a static IP address that is logged; all transactions to date run are fully auditable utilizing existing Department of Justice (DOJ) audit criteria. Verizon routes traffic to a private circuit line installed between the ARJIS Data Center and the Verizon Data Center. This ensures that no traffic travels on the public Internet. ARJIS meets the FBI-CJIS Security Policies by using Samsung mobile devices, which were certified Federal Information Processing Standard 140.2, coupled with antivirus, a custom built firewall, and mobile device management software. The framework mirrors CJIS requirements for ensuring both the physical and network security of the devices. The ARJIS framework was extensively tested.
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<td><strong>Technology Infrastructure and Operations</strong></td>
<td>Secure regional mobile program with full suite of ARJIS apps and centralized mobile device management.</td>
<td>There are two minor weaknesses with the mobile strategy: (1) It is tightly coupled with a single platform. This leaves the local agencies with very few options on agency’s mobile strategy; and (2) The sustainability of the mobile strategy is not reflected in the refresh cycle. <strong>Staff clarification:</strong> FBI-CJIS had not approved the IOS in its Security Policy, thus the decision to begin with the approved Android Operating System. ARJIS is currently in final development of applications using the IOS platform. The Mobile sustainment is addressed in the Infrastructure OWP.</td>
</tr>
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</table>

**ARJIS User Needs**

**Annual Work Plan is user defined and prioritized, with full regional participation**

The ARJIS Work Plan is utilized to assist in the regional prioritization of the ARJIS projects included in the SANDAG Overall Work Program. The Work Plan is developed annually and plays a significant role in the day-to-day operations of ARJIS. It is structured into five categories: (1) applications; (2) data enhancements; (3) interfaces; (4) mobile; and (5) other. The itemized list is comprised of efforts that are considered new projects or represent significant enhancements (more than 40 hours of work) to projects completed or currently underway.

ARJIS staff drafts the initial plan based on input from customers. Input is obtained by user surveys, direction from policy-makers, national trends, and changes need to keep pace with the technologies ARJIS maintains. The plan is presented to the BWG comprised of representatives from the CMAs. An in-depth review of each project is provided and concerns and/or issues are addressed. Feedback is incorporated into the plan, which is then presented to CSMC.

Once both the BWG and the CSMC have had a chance to review and finalized the plan, it is sent out for prioritization. The BWG members rank the projects and formally adopt the plan. Throughout the year ARJIS reviews the Work Plan; when changes need to be made or unplanned projects arise, they are presented to the BWG and, if needed, to the CSMC for approval.

**Mandated monthly reporting by jurisdiction, based on Department of Justice standards**

The FBI’s Mandated Uniform Crime Reporting (UCR) Program is a nationwide, cooperative statistical effort of more than 18,000 city, university, and college, county, state, tribal, and federal law enforcement agencies.
enforcement agencies reporting data on crimes. The program’s primary objective is to generate reliable information for use in law enforcement administration, operation, and management; however, its data have over the years become one of the country’s leading social indicators.

ARJIS was selected by the region’s law enforcement member agencies as the agency responsible for the region’s UCR Program. The San Diego region is one of the few where all the agencies in the region are using the same reporting classifications and standards, thereby providing a consistent and accurate portrayal of crime in the region.

To ensure these data are uniformly reported, the FBI provides contributing law enforcement agencies with a handbook that explains how to classify and score offenses and provides uniform crime offense definitions. ARJIS is using the charge codes from the DOJ handbook as the basis for classification. ARJIS staff is responsible for classifying, validating, and managing over 3,200 charges.

The data from the above charges are used for the classifications and reporting of mandated UCR. These reports are developed by ARJIS and used by all local agencies required to report to the FBI.

ARJIS developed the programs for the two Monthly Arrest and Citation Register (MACR) reports required by the State. ARJIS also has developed reports for the agencies based on the UCR data.

All reports are generated monthly.

**Regional training program**

ARJIS is committed to enhancing the capabilities of public safety agencies throughout the region by providing a suite of tactical and investigative tools that assist users in solving crimes and identifying offenders. To ensure member agencies are able to use these tools effectively, ARJIS has launched a Regional Systems Training Program. All of the 4,400 ARJIS users from the 82 member agencies are able to take advantage of this program.

**Distributed security administration**

The ARJIS Security Center is an enterprise-distributed security system application. It is built on the industry-standard of the (Limited Directory Access Protocol) Directory Server technology and provides a central secure repository for storing and managing identity profiles, access privileges, and application and network resource information.

**Disciplined process to address the frequency of application updates and enhancements**

ARJIS utilizes a standardized business process for enhancement and upgrades to the applications ARJIS supports. Most enhancement requests are generated by the ARJIS member agencies. ARJIS has established processes for addressing enhancements not included in the Annual Work Plan. The review, approval, and vetting required is a function of the size and sensitivity of the proposed enhancement.

If the recommended enhancement(s) requires more than 40 hours of labor, or have political or other sensitivities, the requests are vetted through the ARJIS governing bodies for review, approval, and implementation.
**Detailed usage monitoring and reporting**

ARJIS has worked extensively in past years to provide timely and meaningful metrics and reports on regional justice systems to executives, governing bodies, media and the public. ARJIS takes the following steps to accomplish this task including: (1) the development of annual management reports for individual member agencies and the entire region; (2) developing auditing and metrics capabilities into in-house applications; (3) maintaining a success story repository; and (4) conducting various studies with highly respected research partners, such as the RAND Corporation. The ARJIS annual management reports are shared with the ARJIS BWG, PSC, and the CSMC. These reports include high level accomplishments and metrics on:

- Number of accounts by agency
- Number of records added to ARJIS
- Technical support – ARJIS help desk tickets and system enhancements
- Interface reports
- System usage statistics on State, Regional, Federal Enterprise Reporting System (SRFERS); Dashboard; Officer Notification System (ONS); COPLINK; Be On The Lookout (BOLO); Tactical Identification System (TACIDS); and Graffiti Tracker

For third-party products such as the COPLINK application, ARJIS relies on the administrative modules in these systems to extract metrics data. In addition to regional reports, ARJIS also develops agency specific reports, which are provided to individual committee members.

**User outreach and communication**

**ARJIS Portals**

ARJIS is focused on providing the highest level of support to the 4,400+ users in San Diego County. To accomplish this, ARJIS relies on a variety of methods to effectively communicate with customers, committee members and stakeholders.

ARJIS maintains two SharePoint portals, one that is accessible by the public and one that is for law enforcement only. The public portal, www.arjis.org, hosts several applications including crime statistics and mapping systems that provide citizens with access to crime data in their communities. The law enforcement only portal, www.arjisnet.org, serves as a ‘one stop shop’ location for access to a variety of resources for ARJIS member agencies. Links to ARJIS applications, regional systems and other public safety related tools are posted to the ARJISnet portal. The portal is a critical tool for member agencies to stay informed on ARJIS activities and other relevant law enforcement activities taking place across the region.

**ARJIS Service Log and Announcements**

Every Friday at 12 noon, ARJIS distributes via email the weekly Service Log. The Service Log includes information on open, pending and closed tickets for the week. Major announcements are included, as well as notification on any Sunday maintenance work that is scheduled for the weekend. The ARJIS standard maintenance window is the second and fourth Sunday of every month.
When unplanned outages do occur ARJIS makes every attempt to communicate with users to ensure they are kept informed of the situation. ARJIS has created ‘ARJIS Announcements’ lists, which are email groups with 214 users registered to receive announcements. In the event the ARJIS email server is involved in the outage, ARJIS has created back-up distribution lists in the SANDAG email system.

**Metrics Report and other forms of communication**

Each year ARJIS develops a series of management and metrics reports. These reports are provided to the BWG, CSMC, PSC, and on request to the SANDAG Board of Directors, and include detailed information on what has been accomplished each calendar year. ARJIS also develops agency specific reports for 20+ agencies that include the number of records added to ARJIS by date, usage statistics on each of our systems, and a section on mobile devices usage.

Finally, ARJIS staff attends a variety of regional meetings to keep the law enforcement community informed on what is happening at ARJIS.

**Regional Geovalidation services and updates**

The accuracy and standardization of locations is of utmost importance for officers and investigators as it relates to officer and citizen safety. Ensuring accurate locations of crimes impacts each jurisdictions crime statistics, as well as plays a key role in solving crimes and identifying trends. As the designated entity for the region's criminal justice location based services, ARJIS develops and maintains an extensive suite of geocoding and geospatial web services to validate location information on behalf of member agencies.

When records are entered into ARJIS, they pass through the ARJIS Work Flow, which serves to validate the data. The Work Flow uses geocoding services in the ARJIS geo-validation process, which are built upon the roads and jurisdictional layers from SanGIS, as well as the law beats layer, which is maintained by ARJIS. This includes 575 beats and 158,532 road segments from the 18 cities in the county. The geocoding services contain a number of rules that judge whether an accurate match can be made between an address and the source data. These include spelling sensitivity, proper block range, and proper jurisdiction. Once a probable match is identified, the address is validated, and the resulting data passes into the ARJIS Operational Store production database.

ARJIS works closely with SanGIS, which maintains the official database for roads in the San Diego region. In this capacity, ARJIS performs monthly geocoding services updates on behalf of the region to accommodate changes made to SanGIS geography data as well as any changes to beats at the request of member agencies.

In recent years, ARJIS has developed new geoprocessing web services that provide the ability to perform spatial analysis. Spatial analysis allows the user to select and compare information based on incident location and its proximity to other incidents, or its proximity to places such as schools and parks. In essence, adding “where” to the “what” and “when” selection criteria of data. These web services were created for use in developing applications that require geospatial processing. In addition, they can be easily integrated into any platform or consumed by other applications without the use of a commercial geographic information service (GIS) server or client products.
Custom reporting services

ARJIS provides regional reporting services for its 82 member agencies. ARJIS procured, designed, and implemented, Cognos, a business intelligence and performance management tool, as a major component of the Enterprise ARJIS Project that addresses reporting requirements for the region.

There are two major components of regional justice reporting: (1) mandated UCR to the State and FBI; and (2) agency-specific management and activity reports.

ARJIS staff developed the region’s FBI monthly mandated reports such as the monthly UCR and MACR reports, required by all agencies in the region that have mandated reporting responsibilities.

In addition, ARJIS agencies generated over 2,770 agency specific and regional reports in 2016 that address drugs and alcohol, traffic accidents, gangs, and officer activity. The San Diego Police Department (SDPD) accounted for the highest number of reports at 1,099, followed by Oceanside Police Department (ODP) with 499 reports. Cognos is primarily utilized by crime analyst, records, and administrative personnel.

ARJIS is also responsible for producing most of the region’s annual mandated campus safety and security reports. On an annual basis, over 35 schools and universities request reports that cover 435 distinct geographic campuses.

ARJIS, in partnership with the SDPD and Sheriff’s Departments was recently awarded a major grant to convert the region from summary UCR reporting to more comprehensive and detailed National Incident Based Reporting System (NIBRS) data capture and reporting. NIBRS requirements expand the summary UCR reporting by adding demographic data, relationships of victim to suspect, premise information, and detailed property.

Rigorous data validation and standardization

Another regional benefit provided by ARJIS is the validation and standardization of data collection throughout the region. Data standardization is an essential component of data sharing and integration efforts between the region’s justice partners and increases user’s capabilities for analyzing criminal justice information. Through the validation process, ARJIS ensures member agencies information is consistent between agencies. ARJIS requires that each agency’s data conform to specific NCIC and other data validation tables, including specific geographic validations. This process involves records passing through the 200 validation tables and 156,000 distinct validations maintained by ARJIS.
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<td><strong>ARJIS User Needs</strong></td>
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<tr>
<td>Annual Work Plan (user defined, prioritized, with full regional participation).</td>
<td></td>
<td>Annual Work Plan discussion generally excludes prioritization of grant projects. Member agencies are often not included in the decision making process about applying for specific grants, resulting in grant projects receiving priority for ARJIS resource assignment instead of other non-grant funded projects that are important to member agencies. <strong>Staff clarification:</strong> Grant approvals are governed by Board Policy No. 026. ARJIS also seeks input from the CSMC. In 2016, each grant applied for was presented to the Committee for input in advance of submission.</td>
</tr>
<tr>
<td>User outreach and communication.</td>
<td></td>
<td>There needs to be better direct communication with users and specific to applications, training opportunities and other ARJIS related information. <strong>Staff clarification:</strong> Notifications are posted on the portal which received over 3.1 million page visits in 2016. Announcements are sent weekly on the Service Log and various distribution lists. UASI awarded ARJIS funding for a trainer for three years.</td>
</tr>
<tr>
<td>Regional geo validation services and updates.</td>
<td></td>
<td>There should be a published schedule for periodic geo validation updates. Years ago on the mainframe, these updates occurred quarterly; it is not clear how often updates occur in the ARJIS Enterprise. <strong>Staff clarification:</strong> In response to user requests, geo updates are occurring quarterly. Updates are announced on the Service Log (207 recipients) and on the ARJIS portal.</td>
</tr>
<tr>
<td>Custom reporting services.</td>
<td>ARJIS is responsive to CMA requests for custom reports.</td>
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Financial and Budget Impact

Rigorous budget development, approval and monitoring

The development of the ARJIS budget involves multiple phases in coordination with the various governing bodies that provide oversight to ARJIS. The budget process is initiated by staff in coordination with the BWG, which assesses the Work Plan to determine priorities. The budget is drafted and presented to the CSMC who is asked to propose that the SANDAG PSC recommend that the Board of Directors accept the Public Safety Work Program (PSWP) and budget as a part of the final SANDAG program budget.

The PSC reviews the proposed PSWP and Budget, which includes the activities, priorities, expenses and revenue sources for the CJRD and ARJIS. The PSC then recommends that the SANDAG Board of Directors accept the Public Safety Work Program and Budget as part of the SANDAG Program Budget.

The ARJIS Budget is funded with member assessments, user/network connectivity fees, federal grants and ARJIS reserves. The member assessments and user/network connectivity fees are intended to pay for the ongoing services provided by ARJIS, whereas the grant funding and the ARJIS reserves are generally used for expenditures of a one-time nature, such as researching and developing new technologies, and equipment refreshment to ensure ARJIS is providing agencies with the most reliable, secure and up to date technologies.

The budget is monitored on a formal basis quarterly, more often on an informal basis by project managers. Quarterly results are reported and analyzed by the SANDAG Executive Team. Quarterly projects are not provided to the governing bodies. When significant changes impact the budget, amendments are created and approved as per the formal delegation process.

Financial management system that accommodates its status as a stand-alone entity for budgeting, accounting and reporting purposes

SANDAG has a robust network of financial solutions to facilitate its budgeting, accounting and reporting responsibilities:

- Accounting and Financial Reporting occurs with “ONESolution,” a fully integrated accounting system that allows for real-time information retrieval, segregated by business unit and project.
- Budgeting and Performance Monitoring is accomplished with the Integrated Master Budget Model (IMBM), allowing for Budget development from start to finish and ongoing monitoring of budget compared to actual, as well as performance monitoring.

These systems are integrated so that the approved budget is reflected in the ONESolution, and on a quarterly basis the actual expenditures are reflected in IMBM, resulting in a comprehensive financial management system.

Accounting

In accordance with generally accepted accounting principles, ARJIS is accounted for as an enterprise fund, as it is ARJIS’ policy to establish charges designed to recover the cost of providing services. Although the accounts and activities of ARJIS are required to be included in the basic financial statements of SANDAG, ARJIS is accounted for separately within the SANDAG financial statements,
and separate financial statements are also issued. Consequently, ARJIS is included in the SANDAG annual audit, conducted by an independent CPA firm.

Financial

SANDAG undergoes an annual financial audit, conducted by an independent certified public accounting firm. In addition to the “Comprehensive Annual Financial Report” (CAFR), which includes all the activities of SANDAG, separate financial statements are also issued for ARJIS.

The financial audit has always resulted in a “clean” opinion, and the CAFR, along with recommendations for improvement, if any, are communicated to the SANDAG Board of Directors at a regularly scheduled Board meeting. The CAFR is also submitted to the Government Finance Officers Association and has received the Certificate of Achievement for Excellence in Financial Reporting for nine consecutive years.

Financial resources to accommodate contingencies, IT improvements and disaster recovery

As of June 30, 2015, ARJIS had an unrestricted fund balance/reserve of $5.6 million. Preliminary results indicate that the fund balance/reserve has not changed significantly as of June 30, 2016.

Historically, the fund balance/reserve has been used for projects such as replacing the legacy ARJIS system with the current system. The FY 2017 ARJIS budget assumes use of approximately $1.1 million of the reserve for various projects. Assuming this use of the reserve in FY 2017, the projected balance of the reserve at the end of FY 2017 will be $4.5 million.

In FY 2015, SANDAG (and ARJIS) implemented Governmental Accounting Standards Board Statement No. 68, requiring the recognition of the long-term obligation for pension benefits as a liability for the first time. As a result, as of June 30, 2015, ARJIS recorded a pension expense of approximately $2 million against fund balance/reserve.

Infrastructure in place for billing, tracking receivables, and processing payments

For FY 2017, there are 82 member agencies assessed ARJIS fees totaling $4,981,379. ARJIS fees for member and member-affiliated agencies remain consistent with the previous year’s charges. The joint powers assessment component of the ARJIS fees for the 63 Ex-Officio members was increased 1.52 percent over the previous year, consistent with the San Diego Consumer Price Index. The cost model upon which ARJIS fees are based has not been re-evaluated since 2011.

At the beginning of the Fiscal Year, each agency is provided a “Notice of Fees” for the upcoming year. The Notice of Fees breaks down the charges assessed to their component parts – JPA fee, User fee, ARJISNET fee and any miscellaneous fees for additional services.

ARJIS member agencies are assessed charges in the following areas:

Joint Powers Assessment: These charges account for the overall administration of ARJIS. They are based on each agency’s percentage of population in San Diego County. Those agencies without a population base receive a 50 percent surcharge on their utilization to account for the charges.
Network access charges: Cover maintenance and support of the ARJISNET secure network and are based on the number of networked devices each agency has connected to ARJISNET.

User charges: Cover the cost of the Data Center and support staff for maintaining the legacy systems, as well quarterly GIS resolutions, validation table and NCIC updates, and other regional data studies and extractions. Utilization charges are based on each agency's usage of ARJIS applications.

Member agencies are then billed according to their payment timing preferences (i.e., quarterly or annually). In addition, on behalf of the Sheriff, ARJIS bills authorized Member agencies annually for access to the Sheriff's eSUN and SDLaw systems and applications.

The Sheriff also oversees the regional Graffiti Tracker contract; and ARJIS annually bills those agencies participating in the Graffiti Tracker regional program.

The accounts receivables are prepared by the ARJIS Administrative Office Specialist and processed through the SANDAG Finance Department. To expedite the payment process, the ARJIS Administrative Office Specialist prepares and processes the billings in a manner that meets the requirements of the various member agencies.

Member agency payments are processed by the SANDAG Finance Department, which also maintains the Aging of Accounts Receivables. The ARJIS Administrative Office Specialist has responsibility for tracking and collecting unpaid receivables.

Process in place for grant application and administration

SANDAG Board Policy No. 026 describes the approval process ARJIS must follow to apply for grants. This process requires ARJIS to obtain approval to apply for funding from the PSC unless this is not possible due to time-sensitive grant solicitations. Under these circumstances the proposals are presented to the PSC chairperson in writing (email or memorandum) describing the grant and its support of the SANDAG mission and strategic goals. Upon recommendation by the PSC chairperson, the Executive Director, in consultation with the SANDAG Board Chair, makes the final determination whether to apply for the grant. This process must then be reported to the PSC and SANDAG Board in follow-up budget action upon award of the grant (if awarded).

When ARJIS is awarded a grant the PSC has the authority to approve financial/contracting transactions, including selection of vendors, acceptance of funding, stipulations of any nature, and any resulting budget amendment up to $500,000. If the award is greater than $500,000 the SANDAG Board of Directors is responsible for accepting the funding.

ARJIS has a dedicated Grant Manager responsible for overseeing the ARJIS Grant Program. Her responsibilities include ensuring compliance with federal guidelines such as the Office of Management & Budget Circulars and cost principals; developing and submitting programmatic and financial reports; and ensuring special conditions and audit requirements are adequately addressed.

Expertise in the federal cost principles and calculating indirect cost rates

SANDAG, including ARJIS, receives a significant amount of federal funding and is therefore required to comply with various federal cost principles. As a federal grantee for over 30 years, SANDAG has the knowledge and expertise to ensure compliance with the multitude of federal requirements,
including quarterly grant reporting and the development of an annual Indirect Cost Allocation Plan (ICAP). The ICAP documents the SANDAG methodology for allocating overhead and fringe benefit rates among all the work efforts, including ARJIS, and is approved by Caltrans annually.

**Annual Revenue and Costs**

In FY 2015, the Member assessments, user/network connectivity fees and operating grants actually collected were approximately $5.8 million and the cost of the services provided was $4 million, resulting in an operating income of $1.8 million (this is not including depreciation, which is a non-cash expense). In FY 2016, preliminary results (the financial audit is currently underway) indicate that the Member assessments, user/network connectivity fees and operating grants actually collected were approximately $5.4 million, and the cost of the services provided was $4.4 million, resulting in an operating income of $1.0 million (again, not including depreciation expense). The table below contains summarized financial information for the last three years, as well as the approved Budget for FY 2017.

<table>
<thead>
<tr>
<th></th>
<th>Budget 2017</th>
<th>Preliminary Actual 2016</th>
<th>Audited Actual 2015</th>
<th>Audited Actual 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>$4,981,379</td>
<td>$4,952,891</td>
<td>$4,982,274</td>
<td>$4,536,107</td>
</tr>
<tr>
<td>Operating Grants</td>
<td>399,055</td>
<td>366,234</td>
<td>803,086</td>
<td>1,757,465</td>
</tr>
<tr>
<td>Investment Income</td>
<td>0</td>
<td>29,820</td>
<td>13,256</td>
<td>12,110</td>
</tr>
<tr>
<td>Cost of Services</td>
<td>(5,380,434)</td>
<td>(4,374,023)</td>
<td>(3,999,652)</td>
<td>(4,193,561)</td>
</tr>
<tr>
<td>Net Income, excluding depreciation</td>
<td>0</td>
<td>974,922</td>
<td>1,798,964</td>
<td>2,112,121</td>
</tr>
<tr>
<td>Beginning Reserve</td>
<td>5,656,524</td>
<td>5,603,357</td>
<td>3,930,558</td>
<td>3,925,273</td>
</tr>
<tr>
<td>Pension Liability Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(2,106,836)</td>
</tr>
<tr>
<td>Use of Reserve</td>
<td>(1,131,382)</td>
<td>(921,755)</td>
<td>(126,165)</td>
<td>0</td>
</tr>
<tr>
<td>Ending Reserve</td>
<td>$4,525,142</td>
<td>$5,656,524</td>
<td>$5,603,357</td>
<td>$3,930,558</td>
</tr>
</tbody>
</table>

**Quarterly and annual progress reports align accomplishments with expenditures**

Managers have the ability to review the financial health of their projects at any time through the use of ONESolution and/or IMBM. On a quarterly basis using IMBM, managers are required to update their progress toward meeting project goals and producing deliverables, as well as whether they are staying within budget. Several metrics are used to identify potential areas of concerns. For example, if in the first quarter, any of the following “red lights” occur, then the manager must provide an explanation:

- Reported progress by the manager is less than 15 percent of expected progress
- Actual dollars expended compared to budget is less than 10 percent
- Project is trending to be over budget, with a budget amendment required if it appears the budget will be exceeded by 10 percent or more
- If 25 percent or more of the project tasks are more than 30 days behind schedule
Each quarter, all this information is compiled into a report that is reviewed by SANDAG Executive Management and appropriate action is taken. The report also is compiled annually to close out the fiscal year.

<table>
<thead>
<tr>
<th>ARJIS Assessment Criteria</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial/budget impact</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rigorous budget development, approval and monitoring.</td>
<td></td>
<td>Concern that budget is funded with reserves.</td>
</tr>
<tr>
<td>Financial resources to accommodate liability contingencies, hardware/software improvements and disaster recovery.</td>
<td>Per written document provided, ARJIS had an unrestricted Fund balance/ reserve of $5.6 million at fiscal year-end 2015. Report also indicates that fund balance/reserve has not changed through June 30, 2016.</td>
<td>Does not describe how long current reserve balances will last. Unknown liabilities and planned infrastructure expenses will further deplete reserves.</td>
</tr>
<tr>
<td>Process in place for grant application and administration.</td>
<td>Grant applications require approval of SANDAG PSC - unless not possible due to time constraints. Has dedicated grant manager.</td>
<td>In the past, process sometimes lacked grant reporting to determine if projects were on schedule and within budget.</td>
</tr>
<tr>
<td>Expertise in federal cost principles and calculating indirect cost rates.</td>
<td>SANDAG has received federal grants for over 30 years; an ICP is developed annually and is approved by Caltrans.</td>
<td></td>
</tr>
<tr>
<td>Annual operating cost.</td>
<td>Based on narrative provided, revenue collected from member assessments exceeded expenditures by $1.8 million in 2015 and was expected to exceed by $1 million in 2016.</td>
<td></td>
</tr>
</tbody>
</table>

**Administrative Support**

**Procurement and contract administration policies, procedures, and practices compliant with state and federal requirements**

ARJIS has procurement and contract administration policies, procedures, and practices that are compliant with state and federal requirements.

The ARJIS JPA specifies that ARJIS shall not have the power to contract in its own name, but that all powers to make contracts shall reside with SANDAG.

The SANDAG procurement protocols are dictated by Board Policies, the SANDAG Procurement Manual, the SANDAG Procurement Credit Card Program Policies and Procedures, and the Delegation of Authority by the Executive Director.
Each of the documents were prepared by or in consultation with the SANDAG Office of General Counsel for compliance with applicable state and federal rules, regulations and laws. Board Policies are updated annually. The Procurement Manual is updated every three years. The Procurement Credit Card Program Policies and Procedures and the Delegation of Authority by the Executive Director is updated as needed.

In addition, the Office of General Counsel reviews all formal procurements for conformity with the internal policies detailed above as well as state and federal requirements.

**Full service human resource support, including recruitment, hiring, evaluation and payroll processes**

ARJIS has full service Human Resource services support, including recruitment, hiring, evaluation and payroll processes.

The ARJIS JPA specifies that ARJIS shall not hire staff, but shall use the staff of SANDAG and compensate SANDAG for the use of those staff services. ARJIS has 18 authorized positions, 16 of which are filled.

The SANDAG Human Resources team provides support to ARJIS with regard to personnel matters. The Human Resource team consists of a manager, five Human Resource Analysts, and one part-time intern.

Timekeeping and payroll processes are handled by SANDAG Finance Team members who charge ARJIS directly for services rendered.

ARJIS benefits by the staff time dedicated to ARJIS recruitments, on-boarding, orientation, performance management, timekeeping, benefits administration, and separations of employment, in addition to the infrastructure and systems employed to assist in the management of SANDAG’s Human Resource assets.

**Structured and disciplined process for the development and distribution of meeting materials and subsequent documentation**

ARJIS has a structured and disciplined process for the development and distribution of meeting materials and subsequent documentation.

Posting and email notification of a meeting agenda is required to be sent out at least 72 hours prior to a meeting to comply with the California open meeting law known as the Brown Act. The meeting must be held in a public place and the public must have access to the meeting. Copies of meeting materials are provided at the meeting.

Voting Committee members may not have a conflict of interest. Steps are taken to ensure that a quorum of voting members is present before any action is taken at a meeting. Committees cannot add items to the agenda without requiring a special vote.

ARJIS is responsible for implementing the Brown Act at the following meetings:

- Public Safety Committee
- Chiefs’/Sheriff’s Management Committee
For the PSC, processing meeting materials is done through SharePoint. Agendas, Agenda Reports, and PowerPoints are entered into SharePoint for review and processing. Once items are reviewed by Directors, the Committee Coordinator, Creative Services, and the Office of General Counsel; the agenda is processed by SANDAG staff and ARJIS sends out the agenda notice to members and alternates that announces SANDAG has posted to the SANDAG website. ARJIS staff calls and emails members to verify attendance at meetings. ARJIS staff maintains a list of voting committee members and alternates and ensures that a quorum of voting members is present before any action is taken at a meeting. Once meetings have been held, the agenda and minutes are posted to the SANDAG website.

At least 72 hours prior to a meeting, agenda items for the CSMC are put in the Meeting Agenda (MA) program. From there, SANDAG document processors compile the agenda. Once complete, ARJIS staff emails the agenda to members and alternates and SANDAG posts the agenda to the SANDAG website.

Copies of all meeting materials for both the PSC and CSMC are provided to all Committee members and the public.

<table>
<thead>
<tr>
<th>ARJIS Assessment Criteria</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement and contract administration policies, procedures and practices compliant with state and federal requirements.</td>
<td>Small procurements can be done quicker and saves staff time. Sole source is similar to County policy and needs Board approval for procurements.</td>
<td>Questions as to whether procurement practices will result in fair and reasonable prices. Procurement practices may be less restrictive than County of San Diego.</td>
</tr>
<tr>
<td>Full service human resource support, including recruitment, hiring, evaluation and payroll processes.</td>
<td>ARJIS has a New Employee Orientation and On-Boarding program for the first 6 months.</td>
<td>Probationary Periods are set for only 6-month time period.</td>
</tr>
<tr>
<td>Structured and disciplined process for the development and distribution of meeting materials and subsequent documentation.</td>
<td>This is well established via SANDAG policy.</td>
<td></td>
</tr>
</tbody>
</table>

**Legal/Legislation**

**Access to legal resources well versed in matters associated with technology provider issues, such as privacy and public records requests**

The SANDAG Office of General Counsel provides legal advice to the SANDAG Board of Directors and staff on matters within SANDAG jurisdiction and seeks to enable staff to deliver the programs and projects approved by the Board of Directors in an effective and innovative manner.

The Office is staffed with the General Counsel, a Special Counsel, three staff attorneys and one paralegal. Generally, the cost of legal staff is charged to the program and/or project benefitting from legal assistance.
In addition to in-house legal staff, SANDAG has access to 17 law firms selected based on qualifications. Of the 17 on-call firms, 3 firms were selected based on their expertise in the area of public records. In addition, 3 were selected based on their expertise in the areas of privacy and sensitive security information.

SANDAG also has the ability to access additional specialized legal resources through a specific procurement should the offerings of existing on-call legal firms be insufficient for the task at hand. In the case of the lawsuit related to the public records request for license plate reader data, SANDAG obtained the services of the law firm Best, Best & Krieger through an individual contract.

**Policy and procedure development framework that includes vetting and approvals from the governing body**

*Please see Governance – “Policy development is transparent, well documented and based on best practices”*

**Formal legislative program that includes monitoring legislative proposals and provides for input approved by the governing body**

SANDAG has a formal legislative program with the stated goal of pursuing policy and legislative changes that enable SANDAG to better implement its adopted plans and programs. Program components include developing the annual program with input from staff, policy makers and policy advisory committees and monitoring and responding to key state and federal legislation and policy changes.

The Office of Governmental Relations draws on the expertise of SANDAG staff to analyze and respond to key state and federal legislation and policy changes. ARJIS legislative matters are an integral component of the SANDAG Legislative Program. The PSC recommends public safety-related goals. Following action by the PSC, the public safety-related goals are included in the proposed Legislative Program for review by the Executive Committee. The Executive Committee recommends that the Board of Directors approve the proposed program.

As legislative and policy issues arise throughout the year, policy advisory committees, the Executive Committee and the Board of Directors are engaged on an as-needed basis.

**Policies and procedures established to respond to public records requests in a timely manner**

The Office of General Counsel is the designated SANDAG Public Records Officer. The General Counsel has assigned two staff members, an Associate Legal Counsel and a paralegal to manage the ever-increasing workload.

In calendar year 2015, SANDAG received 185 Public Records Request. In calendar year 2016 to date, SANDAG has received over 225.

Board Policy No. 015, Records Management, establishes procedures to ensure that SANDAG records are maintained in a consistent, orderly, secure and accessible manner. The policy goes into some detail about Public Records Requests, including stressing that timing on responses to public record requests is very important. Under the law, a response must be provided to the requester within ten calendar days.
Board Policy No. 015 requires that requests from members of the public for compilations of SANDAG records, a large number of copies, or records that contain confidential or sensitive information should be referred to the SANDAG Office of General Counsel, which responds to these requests with the assistance of the SANDAG Public Information Office.

Board Policy No. 015 is supplemented by SANDAG published Public Records Request Guidelines. The Guidelines are available on the SANDAG public website and are intended to provide the public with information concerning how to submit public records requests to SANDAG and how SANDAG will respond to those requests. The Guidelines provide examples of records available to the public, as well as descriptions of records not available to the public, procedures, and fees.

The handling of public records requests for ARJIS data is dictated by the Memorandum of Understanding Among SANDAG-ARJIS and Member Agencies for Use and Access of Regional Data in ARJIS Enterprise (MOU). The MOU sets forth the policies and procedures for the sharing of law enforcement information by participating ARJIS members, including the steps to be taken when ARJIS receives a request for information owned by a CMA.

<table>
<thead>
<tr>
<th>ARJIS Assessment Criteria</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal/Legislation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to legal resources well versed in matters associated with technology provider issues, such as privacy and public records requests.</td>
<td>The Legal Resources including staff attorneys as well as the ability to contract with outside law firms, seems adequate to address needs.</td>
<td></td>
</tr>
<tr>
<td>Formal policy and procedure development framework that includes vetting and approvals from the governing body.</td>
<td>Part I(D) of the MOU describes a policy and procedure development framework that includes vetting and approvals from the government body.</td>
<td></td>
</tr>
<tr>
<td>Formal legislative program that includes monitoring legislative proposals, and provides for input approved by the governing body.</td>
<td>The legislative programs from 2016 and 2015, as reflected in attachments 1 and 2 and described in Agenda Items No. 15-12-11 seem to include monitoring legislative proposals and provide for input by the governing body.</td>
<td></td>
</tr>
<tr>
<td>Policies and procedures established to respond to Public Records Requests in a timely manner.</td>
<td>Board Policy No. 015, as well as the Public Records Request Guidelines reflect policies and procedures that are intended to provide timely responses pursuant to the statute.</td>
<td></td>
</tr>
</tbody>
</table>
Public Perception

Public access to regional crime statistics and mapping

Through the SANDAG website and the ARJIS public facing website, ARJIS provides the public with numerous sources of crime data for the entire San Diego County region:

1) ARJIS crime statistics
2) ARJIS public crime data extract
3) ARJIS supported Crimemapping.com

Protection of sensitive information

Access, sharing, and dissemination of ARJIS regional criminal justice data is addressed in several governing documents. Those governing documents include:

The Regional Data Sharing MOU: The purpose of this MOU is to set forth the policies and the procedures for the sharing of law enforcement information by the participating ARJIS member agencies, including the declaration of ownership, warranties, allocation of liabilities, and policies governing the use of shared information.

Acceptable Use Policies: Acceptable Use Policies (AUPs), set forth conditions under which ARJIS systems may be accessed and define how they are maintained. AUPs address the responsibilities of ARJIS as the IT provider, and are not operational policies that govern the use in the field of data obtained using ARJIS systems by law enforcement agencies as those policies are the responsibility of the agencies. The AUPs are prepared with input from ARJIS member agencies and are intended to delineate where the roles and responsibilities of ARJIS end and member agencies begin.

Joint Powers Agreement: ARJIS is a JPA and is governed by the terms of a JPA, by any policies passed and adopted by the ARJIS governing board, and by the statutes, rules, regulations, policies or procedures that govern SANDAG. SANDAG serves as the Administrator of the JPA. The ARJIS governing board is the SANDAG PSC, formed under SANDAG Board Policy No. 026, and advises the SANDAG Board of Directors on matters concerning ARJIS.

Privacy Impact Assessments: Privacy Impact Assessment (PIA) is a document used by government agencies to identify and mitigate privacy risks. PIAs are often executed when agencies are developing or procuring any new technologies or systems that handle or collect Personally Identifiable Information; or creating a new program, system, technology, or information collection that may have privacy implications. PIAs ensure conformance with applicable legal, regulatory, and policy requirements for privacy; Identify risks and effects; and highlight protections and alternative processes to mitigate potential privacy risks. ARJIS has developed or participated in the development of PIAs including: License Plate Reader, Facial Recognition, and Regional Information Sharing Collaboration.
Transparency in policy development and decision making

Please see Governance – “Policy development is transparent, well documented and based on best practices”

Publically noticed meetings and access to meeting materials of governing bodies

The Agendas of the PSC and CSMC are posted to the SANDAG website sandag.org at least 72 hours before the meeting. Copies of meeting materials are provided at the meetings. Once the meeting is held, the minutes are also posted on the SANDAG website.

<table>
<thead>
<tr>
<th>ARJIS Assessment Criteria</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Perception</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public access to timely regional crime statistics and mapping.</td>
<td>ARJIS provides the regional site for publicly accessible statistics for all CMAs and other regional agencies.</td>
<td></td>
</tr>
<tr>
<td>Protection of sensitive information.</td>
<td>ARJIS does not provide information without seeking the consent of the agencies that own the information.</td>
<td></td>
</tr>
<tr>
<td>Transparency in policy development and decision making.</td>
<td></td>
<td>Outside of the posted meeting agendas on the SANDAG website, there is no other mechanism for the public to know about policy development and the decision making within ARJIS. <strong>Staff clarification: ARJIS adheres to SANDAG policy, Brown Act requirements, and Data Sharing MOU for posting information that is publically releasable.</strong></td>
</tr>
<tr>
<td>Publically noticed meetings and access to meeting materials of governing bodies.</td>
<td>Meeting minutes and agenda are often distributed just days before the next meeting. More timely minutes would be helpful to ensure accurate documentation of meetings.</td>
<td></td>
</tr>
</tbody>
</table>

Project Management

Project management protocols in place to ensure on-time and within budget delivery

ARJIS relies heavily on project management tools, methodologies and best practices to ensure projects are completed on time, in scope, and on budget. Each quarter, ARJIS creates and submits progress reports to various funding agencies to report on the status for ARJIS Overall Work Programs. For internal project management reporting, progress on each project is reported.
quarterly at the Task/Product level, estimated completion dates are confirmed or updated, and overall progress is monitored. Projects with budget variances and/or schedule delays also are identified and reviewed by management staff. When quarterly reports and other monitoring activities indicate a need for budget amendments, the budget software SANDAG uses is able to provide an automated method for making mid-year adjustments to project budgets and milestones, which is then sent through a work flow process for required level of approvals. All ARJIS amendments are stored centrally with ease of access by authorized users to view the latest estimates and progress.

**Privacy impact assessments and policy development are an integral component of adopting new technology at ARJIS**

The use of technology continues to expand in the public safety realm as law enforcement agencies deploy license plate readers, federated query systems and devices that allow for facial recognition in the field. As ARJIS member agencies continue to acquire these technologies there is a need to implement policies that ensure citizen’s privacy rights remain intact. To address this ARJIS has worked extensively with committees and stakeholders to develop PIAs and AUPs for new technologies that meet the needs of both citizens and law enforcement agencies.

**User defined requirements, reviews and testing**

Defining requirements is a critical step in the project management process currently applied at ARJIS. Ensuring user needs are captured and assessed up front assures project and technologies are implemented to meet the needs of member agencies. An example of the in-depth process ARJIS follows for defining user requirements can be illustrated in the ongoing Regional Mapping Dashboard enhancements effort.

ARJIS has an Enterprise Service Level Agreement with the Dashboard Vendor, Tri-Tech, which includes funding for an annual upgrade. Each year ARJIS works with Tri-Tech to implement a customized upgrade to the system based on users’ requirements.

Below is a list of steps taken to ensure the upgrade meets the requirements defined by the users throughout the year:

1. ARJIS maintains a list of recommended system upgrades/requirements throughout the year. The list is updated frequently with new requests made during trainings, from help desk calls, and during the process of implementing new data mandates (i.e., changes to the rape definition). ARJIS users also are notified via an announcement on the ARJISnet portal that they are able to provide input by submitting system upgrade recommendations to the ARJIS help desk.

2. ARJIS hosts a kick off meeting with Tri-Tech to discuss each new user requirement to determine what is feasible for implementation. The vendor estimates the level of effort each requirement will take to implement.

3. A consolidated list of requirements for the system upgrade is distributed to the BWG. The email requests the BWG to review and validate the requirements and to reply with any additional requests.
4. The feedback from the BWG is reviewed and the final requirements list is produced. This list is re-sent to the BWG in advance of the BWG meeting. BWG members are asked to rank each requirement from 1 (very low priority) to 7 (very high priority) and send their scores to ARJIS.

5. ARJIS provides an overview of the requirements and the initial ranking at the BWG meeting. The BWG members discuss and approve the final list.

6. ARJIS initiates the system upgrade with the vendor. Once the enhancements are complete, a test plan is drafted and ARJIS staff and identified users test the application. A sample of a test plan is attached. Please note this test plan is for another system upgrade; at the time this document is being developed, the Dashboard testing plan has not been created.

7. The upgraded system is presented to the CSMC.

**Impact of Transitioning**

There are several potential impacts that would have been associated with transitioning ARJIS from SANDAG to other organizational alternatives. The Steering Group acknowledged several risks in the development of the assessment criteria such as project interruption and delay; administrative process interruption and delay; and degradation of service. They also recognized impacts related to existing staff; contract reassignments; financial management systems and processes; asset reassignment and cost. The extent of these risk and impacts were not fully developed as the Steering Group reached consensus to remove from consideration alternative organizational structures.

<table>
<thead>
<tr>
<th>ARJIS Assessment Criteria</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project management protocols in place to ensure on-time and within budget delivery.</td>
<td>There are articulated protocols in place.</td>
<td>The ARJIS Work Plan is for CMAs one of the main products that shows the progress of projects; however, this does not necessarily reflect all the projects that ARJIS is engaged in. It is hard to discern if projects are “on-time” as due dates are not necessarily provided.</td>
</tr>
</tbody>
</table>

| Privacy impact assessments and policy development are an integral component of adopting new technology. | For the technology acquired through grants, ARJIS does a good job of providing privacy impact assessments and related policy to the technology. | |

| User-defined requirements, reviews and testing. | ARJIS does provide users opportunity for feedback, review, testing, and input on technology it plans to implement or deploy. | |
Positioning ARJIS for the Future

Policy driven vision

Criminal justice based legislative mandates often dictate new or modified data requirements and reporting, as evidenced with the FBI mandated rape definition change in 2015. As the regional provider of standardized data, validations, processes, and interfaces, ARJIS is well positioned to respond to policy and/or legislatively driven requests, on behalf of the region. ARJIS incorporates the standards, guidelines, and best practices established through the Global Justice Information Sharing Initiative including compliance with the Global Justice XML Data Model and NIEM standards and use of a service-oriented architecture approach to maximize information sharing efficiency.

ARJIS is currently collaborating with member agencies to assess legislative mandates AB71 (Use of Force) and AB953 (The Racial and Identity Profiling Act of 2015). Results of the assessments, to include the impact on the region’s data and applications, level of effort, costs, timelines, and any requirements for policy additions and/or modifications will be forwarded to the ARJIS governing bodies for review, recommendations, and next steps. Proposition 64, the legalization of marijuana, also has been reviewed for impact on the regional data capture and reporting for which ARJIS is responsible. Insisting on regional business practices and standards for data capture, reporting, and subsequent outcomes of these mandates, ensure a consistent regional response.

Responsive to changes in user needs

ARJIS relies heavily on its governing bodies to provide input on user needs and requirements. This is accomplished through the SANDAG Annual Work Program and Budget, and the detailed Annual Work Plan. In addition, several recommendations were submitted via the ARJIS User Survey, completed in 2015 with responses from 500 users, representing the broad diversity in ARJIS membership.

Priority requests from the survey and recent Committee meetings include expanding the ARJIS Mobile Program, enhancing regional geo-service capabilities and applications, expanding the ARJIS training program, capturing additional data to include probation and parole data.

ARJIS is responsive to changes in technology

The use of existing technology continues to expand, while at the same time emerging technologies are constantly being introduced to the public safety community. ARJIS relies on a standardized process to vet new technologies prior to becoming part of the ARJIS Enterprise. This process includes working with the ARJIS governing bodies and member agencies to document the business case, validate user requirements, ensure policy and privacy concerns are addressed, verify FBI-CJIS security compliance, conduct market research, and confirm adherence to public safety standards prior to any new technology being procured.

ARJIS adheres to all Federal and State justice standards, as well as data standards, such as the NIEM and Lex 3.0 for data interfaces and exchanges. All new technologies must adhere to these standards in order to be considered as an ARJIS system or application. As criminal justice agencies continue to acquire devices and applications that capture more data, images, and maps, there is a need to expand the network bandwidth and storage. This year, ARJIS completed a major project to expand storage capabilities. In 2017, ARJIS is focusing on a major network upgrade to accommodate the additional data being captured by the member agencies. This will be a yearlong process and will
result in enhanced network reliability, performance, and security; and is anticipated to accommodate growth for at least five years or more.

**Maintain financial viability**

ARJIS completed a Technical Strategic Plan at the beginning of 2016. The plan addressed the following technical areas: (a) Infrastructure; (b) Applications; (c) data; (d) support; and (e) staffing. Findings indicate efforts of the past four years to improve the environment, to include completing the Enterprise Project, Data Center move, server and network improvements, and applications refinements have positioned ARJIS well. Three areas of need were identified as: (1) the update of geoversional services that have been completed this year; (2) the need for technical back-up, which is ongoing; and (3) the migration of the Opteman network to Metro E.

The network migration will involve the use of reserve funds, to include switch and router upgrades and replacements and circuit upgrades for the 82 member agencies. This network upgrade will allow for more bandwidth required due to the sharing of images, maps, and other digital data.

<table>
<thead>
<tr>
<th>ARJIS Assessment Criteria</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positioning ARJIS for the Future</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy driven vision.</td>
<td></td>
<td>This has not necessarily been apparent. There is a reactive more than proactive drive to ARJIS. It waits for users/CMAs to provide feedback or request service or changes.</td>
</tr>
<tr>
<td>Responsive to changes in user needs.</td>
<td>ARJIS does attempt to adapt and respond.</td>
<td></td>
</tr>
<tr>
<td>Responsive to changes in technology.</td>
<td></td>
<td>This is not as rapid. However, funding and approvals may be one of the reasons ARJIS is not as responsive to this.</td>
</tr>
<tr>
<td>Maintain financial viability.</td>
<td></td>
<td>Use of reserves needs to be addressed by SANDAG Board.</td>
</tr>
</tbody>
</table>
ARJIS Organizational Assessment

Report on Methodology and Results

Goal of the Assessment

Identify the preferred structure for supporting ARJIS as an effective tool for both local government and law enforcement agencies
Eight members, drawn from:

- SANDAG / Local Government
- Law Enforcement

ARJIS Organizational Assessment
Today’s Presentation

- Overview of ARJIS
- Methodology
- Results
- Next steps
AUTOMATED REGIONAL JUSTICE INFORMATION SYSTEM

ARJIS Vision

We are internationally recognized for leadership, collaboration, information sharing, and regional acquisition of effective information technology.

We use community partnerships and regional information technology to address and anticipate public safety issues and to improve quality of life.
What is ARJIS?

• Joint Powers Agency (JPA) formed in 1980
• Provides secure network and infrastructure for 80+ agencies
• One stop shop for access to the regions’ public safety data
• Validation and real-time uploading of data
• Millions of transactions annually
• Only consortium of its kind in the nation
• Provides 24/7 operational support and real-time data for law enforcement throughout the region
ARJIS Governance

- 1980: ARJIS established and governed by a Joint Powers Agreement, with the ARJIS Board of Directors composed of elected officials
  - Signed by the mayors of the 18 cities and the County Board of Supervisors
  - Under administration of the City of San Diego
- 2004: Governance and administration transferred to SANDAG
- Board Policy #26: Public Safety Committee (PSC) established to enhance partnership between public safety and policymakers

ARJIS Governance Structure - Board Policy #26
PSC Voting Members
Broad jurisdictional representation

<table>
<thead>
<tr>
<th>Elected Officials</th>
<th>Public Safety Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of San Diego</td>
<td>Fire</td>
</tr>
<tr>
<td>County of San Diego</td>
<td>District Attorney</td>
</tr>
<tr>
<td>North County Coastal</td>
<td>San Diego Police Department</td>
</tr>
<tr>
<td>North County Inland</td>
<td>San Diego County Sheriff</td>
</tr>
<tr>
<td>East County</td>
<td>Chiefs’/Sheriff’s Representative</td>
</tr>
<tr>
<td>South County</td>
<td>Chiefs’/Sheriff’s Representative</td>
</tr>
</tbody>
</table>

PSC Advisory Members
Broad jurisdictional representation

| State Law Enforcement           |
| Federal Law Enforcement         |
| Transit Enforcement             |
| Office of Homeland Security     |
| County Probation                |
| Tribal Representative           |
| Department of Defense           |
Governing Agreements & Policies

- Policy development is transparent, well documented, and based on best practices
- JPA – overarching governance document
- Data Sharing MOU outlines the ARJIS agencies’ roles and responsibilities regarding how data is shared
- Acceptable Use Policies (AUPs) govern use of specific technologies
- Privacy Impact Assessments (PIAs) to identify and mitigate privacy risks
- Subject to Brown Act

Who Uses ARJIS?

- 4,970 authorized active users
- California Department of Justice (CAL-DOJ) and Federal Bureau of Investigations (FBI) certified for access
- Single point of access through ARJIS Security Center
- Data contributing agencies:
  - Carlsbad Police Department
  - Chula Vista Police Department
  - Coronado Police Department
  - El Cajon Police Department
  - Escondido Police Department
  - La Mesa Police Department
  - National City Police Department
  - Oceanside Police Department
  - San Diego Harbor Police Department
  - San Diego Police Department
  - San Diego County Sheriff
Participating Agencies

- BIA-Bureau of Indian Affairs-Sycuan Tribal Police Dept.
- CAL State University – San Marcos Police Dept.
- California Department of Consumer Affairs - Division of Investigation
- California Department of Corrections & Rehabilitation
- California Department of Forestry & Fire Protection
- California Department of Health Care Services
- California Department of Insurance
- California Department of Justice Bi (Bureau of Investigation)
- California Department of Motor Vehicles (DMV)
- California Highway Patrol (CHP-Fanham St.)
- City of Del Mar/Park Ranger
- DA CATCH (San Diego District Attorney-Computer & Technology Crime High-Tech Response Team)
- Donovan Correctional-R.J. Donovan Correctional Facility
- Imperial County LECC (Law Enforcement Coordinating Center)
- Metropolitan Transit Service (MTS)
- Mira Costa College Police Department
- Mission Bay Harbor Patrol
- Palomar College Police Department
- Provost Marshal & Miramar Provost Marshal
- Regional Auto Theft Task Force (RATT)
- San Diego City Attorney
- San Diego City Schools Police Department
- San Diego Community College Police Department
- San Diego County LECC (Law Enforcement Coordination Center)
- San Diego County Probation Department
- San Diego County/District Attorney’s Office
- San Diego County: Cities of Del Mar, Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, Solana Beach, and Vista
- San Diego Court Services/San Diego County Sheriff
- San Diego Harbor Police Department
- San Diego State University (SDSU) Department of Public Safety
- Southwestern College Police Department
- United States Attorney
- United States Bureau of ATF (Alcohol, Tobacco, Firearms)
- United States Department of Justice Drug Enforcement Administration (DEA) (San Diego and San Ysidro)
- United States Department of State
- United States Department of Veterans Affairs
- United States DHS: CBP:OBF (Customs & Border Protection: Office of Border Patrol)
- United States DHS: CBP:OFO (Customs & Border Protection: Office of Field Operations)
- United States DHS: ICE-ERO (Enforcement and Removal Operations)
- United States DHS:OIG El Centro (Department of Homeland Security)
- United States DHS:OIG San Diego(Department of Homeland Security
- United States Federal Bureau of Investigation (FBI) - (Carlsbad, CE1, CE2, El Centro (Imperial County), and San Diego)
- United States Federal Probation
- United States Fish & Wildlife Service
- United States Internal Revenue Service (IRS)
- United States Marine Corps Recruit Depot
- United States Marine Corps-Camp Pendleton
- United States Marshals Service
- United States Naval Commander Southwest Region
- United States Naval Consolidated Brig – Miramar
- United States Naval Criminal Investigative Service (NCIS)
- United States Office of Personnel Management (OPM)
- United States Postal Service
- United States Pretrial
- United States Secret Service
- United States Social Security Administration-Office of Inspector General
- University of California, San Diego (UCSD Police Department)

ARJIS Data by the Numbers - 2016

- 1.4M+ police incidents added to ARJIS in 2016
  - Crime cases
  - Arrests
  - Bookings
  - Field Interviews
  - Citations
  - Officer notifications
  - Traffic Accidents
- 1.1M+ booking photos
- 24M+ LPR records
- 600K+ Computer Aided Dispatch (CAD) 911 Calls
## Top Agencies by Incidents Contributed in 2016

<table>
<thead>
<tr>
<th>Agency</th>
<th>Incidents Added in 2016</th>
<th>Agency Percent of Total Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAN DIEGO POLICE DEPARTMENT</td>
<td>309,642</td>
<td>40%</td>
</tr>
<tr>
<td>SAN DIEGO COUNTY SHERIFF</td>
<td>188,465</td>
<td>24%</td>
</tr>
<tr>
<td>OCEANSIDE POLICE DEPARTMENT</td>
<td>48,896</td>
<td>6%</td>
</tr>
<tr>
<td>CHULA VISTA POLICE DEPARTMENT</td>
<td>47,935</td>
<td>6%</td>
</tr>
<tr>
<td>ESCONDIDO POLICE DEPARTMENT</td>
<td>34,345</td>
<td>4%</td>
</tr>
<tr>
<td>EL CAJON POLICE DEPARTMENT</td>
<td>23,514</td>
<td>3%</td>
</tr>
<tr>
<td>CARLSBAD POLICE DEPARTMENT</td>
<td>20,078</td>
<td>3%</td>
</tr>
<tr>
<td>NATIONAL CITY POLICE DEPARTMENT</td>
<td>17,393</td>
<td>2%</td>
</tr>
<tr>
<td>SAN DIEGO COUNTY PROBATION</td>
<td>17,296</td>
<td>2%</td>
</tr>
<tr>
<td>LA MESA POLICE DEPARTMENT</td>
<td>17,136</td>
<td>2%</td>
</tr>
<tr>
<td>OTHER</td>
<td>16,254</td>
<td>2%</td>
</tr>
<tr>
<td>SAN DIEGO HARBOR POLICE</td>
<td>14,211</td>
<td>2%</td>
</tr>
<tr>
<td>CORONADO POLICE DEPARTMENT</td>
<td>7,190</td>
<td>1%</td>
</tr>
<tr>
<td>CA HIGHWAY PATROL</td>
<td>4,889</td>
<td>1%</td>
</tr>
<tr>
<td>U.S. CUSTOMS</td>
<td>2,647</td>
<td>0%</td>
</tr>
<tr>
<td>SUPERIOR COURT</td>
<td>2,264</td>
<td>0%</td>
</tr>
<tr>
<td>SELF SURRENDER</td>
<td>1,916</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>774,071</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: This chart excludes CAD Incident Data from the ARJIS system.

Other includes roughly 50 additional ARJIS member agencies, including but not limited to the U.S. Department of Justice, San Diego Community College Police Department, California Department of Corrections and Rehabilitation (CDCR), District Attorney’s Office, U.S. Marshal, and many others.
FY 2017 Budget Categories

- **Maintenance and Support – 58%**
  - Provide ongoing support and maintenance for hardware, software, network, and applications used by ARJIS agencies

- **Administration and Operations – 24%**
  - Includes management and oversight, audits, contracts, finance, legal, staffing, committee support

- **Enterprise – 18%**
  - eARJIS customer support and follow-on initiatives

**TOTAL FY17 budget**
(excluding grant opportunities): $6.1M

Grant Administration

- ARJIS recommends grant solicitations based on work plan and input from the CSMC
- Grant proposals presented to the CSMC for input
  - CSMC supported all proposals in 2016
- ARJIS follows SANDAG Board Policy No.26 for obtaining approval from PSC to apply for grants
- Grant reports are provided to the CSMC and PSC
License & Contracts – regional procurement

Software Packages
- Coplink (investigative)
- Cognos (reporting)
- Microsoft SharePoint (portal)
- Software AG (middleware)
- IBM i2 (crime analysis)
- SANGIS (regional geographic file)
- Omega & ESRI (mapping)
- SRFERS query source
- IBM Message Queue (MQ) (interface queue manager)
- FaceFirst (facial recognition)

Hardware Packages
- VMware servers
- Tegile data storage
- Juniper firewalls
- Mobile infrastructure
- LPR server

*Shared costs - 40+ license and maintenance contracts among 82 agencies*

Regional Cost Savings
- Economies of scale with pooled resources
- Shared enterprise licenses and procurements
- ARJIS average of $1M annually in grant funding
- Business case by independent consultant: Annual Savings = $13,871,167 or 213 FTEs
- Developing metrics to assess return on investment
TECHNOLOGY INFRASTRUCTURE AND OPERATIONS

Technical Infrastructure – Backbone of ARJIS
Network/Technical Support

- Maintain ARJISnet network to 82 sites
  - Circuits
  - Router hardware
- Security
  - Firewalls & intrusion monitoring
  - Network security policy and monitoring
  - Protect against network viruses, worms and email spam
  - Compliance with FBI CJIS and CAL-DOJ security policies
- ARJIS staff providing technical oversight
  - Network support
  - Data integrity
  - Application support

Nlets Data Center

- Nlets is the nation’s premier interstate justice and public safety network - 1.5 billion transactions a year
- Secure Public Safety Data Center
  - Monitored by both fixed and pan-tilt/zoom security cameras
  - Protected by intrusion detection system
  - Two-factor authentication for building access
  - Biometric iris scan
- FBI CJIS Compliant and backup site
Redundant Server and Storage Hardware

• Support and maintenance for 200+ physical hosts and virtual servers
  ○ Monitor server & database performance, space, reliability
  ○ Software patches, updates, security fixes
  ○ Multiple regional databases
  ○ 2016 – new storage devices – 170 terabytes of storage

**How Much Does 1 TB Hold?**

A common question we get from our customers: “How much does 1 TB hold?” The answer, a lot! To put it in perspective, we took hard drives of varying size and broke them down into categories.

<table>
<thead>
<tr>
<th>Size</th>
<th>Music</th>
<th>Video</th>
<th>Photos</th>
<th>Movies</th>
</tr>
</thead>
<tbody>
<tr>
<td>320 GB</td>
<td>5400 hrs</td>
<td>320 hrs/13 days</td>
<td>100,000</td>
<td>161 hrs</td>
</tr>
<tr>
<td>500 GB</td>
<td>8500 hrs</td>
<td>500 hrs/20 days</td>
<td>155,000</td>
<td>250 hrs</td>
</tr>
<tr>
<td>750 GB</td>
<td>13,100 hrs</td>
<td>770 hrs/30 days</td>
<td>240,000</td>
<td>384 hrs</td>
</tr>
<tr>
<td>1 TB</td>
<td>17,000 hrs</td>
<td>1000 hrs/40 days</td>
<td>310,000</td>
<td>500 hrs</td>
</tr>
<tr>
<td>2 TB</td>
<td>34,000 hrs</td>
<td>2000 hrs/80 days</td>
<td>620,000</td>
<td>1,000 hrs</td>
</tr>
</tbody>
</table>

1 TB (Terabyte) = 1000 GB (Gigabytes) = 1 Million MB (Megabytes) = 1000 Million KB (Kilobytes)
How Does the Data get to/from ARJIS?

- 50+ local, federal & state interfaces
  - Local:
    - Real-time queries from police vehicles (12)
    - Records management systems: arrest, citation, crime case, field interview, and traffic accidents
      - NetRMS Interfaces (6 agencies)
      - Record Management System from Coronado and National City Police Departments
      - Record Management System from San Diego Police Department (SDPD)
      - Data entry from multiple agencies
  - Officer notification to County Mainframe
  - Jail Information Management System
  - CAD 911 from SDPD, El Cajon, and La Mesa
  - License Plate Reader (12 agencies)
  - Crossroads traffic collisions
  - Fourth Waiver (consent to search)
  - Citations and Juvenile wards of the Court

State and Federal Interfaces

- State and Federal Interfaces
  - California Department of Justice (CalPhoto)
  - Uniform Crime Reporting (UCR)
  - Parole LEADS
  - Arizona booking photos
- Federal
  - Immigration Customs Enforcement
  - FBI National Data Exchange (N-Dex)
- 7/24 real-time
- Standardized data feeds, no redundancy
- Monitored for guaranteed delivery - ARJIS has implemented email alerts when interfaces are inactive
Applications

**In-house support**

- State Regional & Federal Enterprise Retrieval System (SRFERS) & Global Query: federated query systems
- ONASAS: real-time alerting
- BOLO: 13 email distribution lists
- DVCS: DV case management system
- FJCIS: Family Justice Center Info System
- eQuery/MOII11: local incident data
- Data Entry Screens
- Regional Directory

**Other application support**

- N-Dex: FBI national incident data
- Cal-Gang: Access to CA gang info
- Cal-Photo: CA DMV, ARJIS maintains regional node
- Palantir: Access to LECC system
- ECAR: Mechanism for transporting info to DOJ

---

**In-house Development SRFERS – Tactical Super Query**

- Single query hits 30+ local, state, federal data sources
- Real-time status on subjects wanted, armed, dangerous
- Developed by ARJIS staff with NIJ funding
- 2.2 million+ queries to unique data sources run in 2016
- Improved SRFERS Mobile application

“I find myself going to SRFERS as my ‘first choice’ system, since it checks warrants and other sources, and it saves me time. It really is a ‘one-stop-shop’ for my searches.”

- El Cajon Police Department
ARJIS Mobile

• Real-time field access to critical justice data for positive identification and enhanced public safety
• 748 devices deployed to 39 agencies
• Access to multiple applications

<table>
<thead>
<tr>
<th>Agency</th>
<th>Number of Mobile Devices</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego Police Department</td>
<td>106</td>
</tr>
<tr>
<td>San Diego Harbor Police</td>
<td>98</td>
</tr>
<tr>
<td>Chula Vista Police Department</td>
<td>91</td>
</tr>
<tr>
<td>Escondido Police Department</td>
<td>75</td>
</tr>
<tr>
<td>Oceanside Police Department</td>
<td>74</td>
</tr>
<tr>
<td>San Diego Sheriff's Office</td>
<td>59</td>
</tr>
<tr>
<td>El Cajon Police Department</td>
<td>45</td>
</tr>
<tr>
<td>National City Police Department</td>
<td>39</td>
</tr>
<tr>
<td>Other Agencies</td>
<td>23</td>
</tr>
<tr>
<td>La Mesa Police Department</td>
<td>20</td>
</tr>
<tr>
<td>Carlsbad Police Department</td>
<td>16</td>
</tr>
<tr>
<td>San Diego County Probation</td>
<td>14</td>
</tr>
<tr>
<td>Sycuan Tribal Police</td>
<td>12</td>
</tr>
<tr>
<td>Immigration and Customs Enforcement (DRO &amp; OI)</td>
<td>11</td>
</tr>
<tr>
<td>UCSD Police</td>
<td>9</td>
</tr>
<tr>
<td>Border Patrol</td>
<td>9</td>
</tr>
<tr>
<td>United States Marshal's Service</td>
<td>8</td>
</tr>
<tr>
<td>California Highway Patrol</td>
<td>5</td>
</tr>
<tr>
<td>US Fish and Wildlife</td>
<td>4</td>
</tr>
<tr>
<td>San Diego State University Police</td>
<td>4</td>
</tr>
<tr>
<td>San Diego Comm Coll Dist PD</td>
<td>3</td>
</tr>
<tr>
<td>Coronado Police Department</td>
<td>3</td>
</tr>
<tr>
<td>San Diego District Attorney</td>
<td>3</td>
</tr>
<tr>
<td>San Diego City Attorney</td>
<td>3</td>
</tr>
<tr>
<td>Customs and Border Protection - Field Operations</td>
<td>2</td>
</tr>
<tr>
<td>California Department of Justice</td>
<td>2</td>
</tr>
<tr>
<td>Palomar College Police</td>
<td>2</td>
</tr>
<tr>
<td>Mira Costa College Police</td>
<td>2</td>
</tr>
<tr>
<td>Drug Enforcement Administration</td>
<td>2</td>
</tr>
<tr>
<td>California Department of Corrections</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>748</strong></td>
</tr>
</tbody>
</table>
TACIDS Functionality

• System utilizes a mathematical algorithm for biometric comparison
• Image submitted for comparison against the San Diego County Sheriff’s booking database (currently about 1.4 million images)
• Records returned by level of confidence - highest to lowest
• Potential matches considered advisory in nature
• Subsequent verification of the individual’s identify and/or follow-on action based on an agency’s standard operating procedures

SRFERS Mobile

• Federated query to multiple systems for information on people and vehicles.
  o Wanted & missing persons
  o D/L Status (includes D/L photos from most states),
  o Parole & Probation
  o ONS
  o Stolen Vehicle & Registered Vehicle, etc.
  o ARJIS incidents: Arrest Report, Booking Record, Field Interview, Citation, Traffic Accident, LPR
SRFERS Returns

SUSPECT, Driver, Annie, Carr, 07/06/1945, F, WHITE
SAN DIEGO, ARREST, 12/28/2004, 273.5 PC

SUSPECT, Driver, Annie, Carr, 07/06/1945, F, WHITE
SAN DIEGO, ARREST, 402251T01, 02/25/2004, 484A PC

SUSPECT, Driver, Annie, Carr, 07/06/1945, F, WHITE
SAN DIEGO, ARREST, 402251T02, 02/25/2004, 484A PC

SUSPECT, Driver, Annie, C, 07/06/1945, F, BLACK
SAN DIEGO, ARREST, 03400424B, 04/11/2003, 485 PC

ARJIS USER NEEDS
Security Center Accounts by Agency

- 4,790 active accounts
- Account oversight by agency security officers
- Certified by the State

<table>
<thead>
<tr>
<th>Agency</th>
<th>Active Security Accounts</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego Police Department</td>
<td>1,108</td>
<td>23%</td>
</tr>
<tr>
<td>San Diego Sheriff’s Office</td>
<td>837</td>
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<tr>
<td>San Diego County Probation</td>
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<tr>
<td>Border Patrol</td>
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<td>San Diego District Attorney</td>
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<tr>
<td>Chula Vista Police Department</td>
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</tr>
<tr>
<td>Immigration and Customs Enforcement (DRO &amp; OI)</td>
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</tr>
<tr>
<td>Escondido Police Department</td>
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<td>Oceanside Police Department</td>
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<tr>
<td>El Cajon Police Department</td>
<td>116</td>
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</tr>
<tr>
<td>Federal Bureau of Investigation</td>
<td>109</td>
<td>2%</td>
</tr>
<tr>
<td>Customs and Border Protection - Field Operations</td>
<td>108</td>
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</tr>
<tr>
<td>San Diego Harbor Police</td>
<td>106</td>
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<tr>
<td>California Highway Patrol</td>
<td>103</td>
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<tr>
<td>National City Police Department</td>
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<tr>
<td>United States Marshals Service</td>
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<td>Carlsbad Police Department</td>
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</tr>
<tr>
<td>La Mesa Police Department</td>
<td>71</td>
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</tr>
<tr>
<td>Drug Enforcement Administration</td>
<td>49</td>
<td>1%</td>
</tr>
<tr>
<td>San Diego City Attorney</td>
<td>41</td>
<td>1%</td>
</tr>
<tr>
<td>San Diego City Treasurer</td>
<td>35</td>
<td>1%</td>
</tr>
<tr>
<td>Coronado Police Department</td>
<td>30</td>
<td>1%</td>
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<tr>
<td>California Department of Justice</td>
<td>25</td>
<td>1%</td>
</tr>
<tr>
<td>Other (each less than 1%)</td>
<td>355</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>4,790</td>
<td>100%</td>
</tr>
</tbody>
</table>

Regional Data Validation

Coronado enters: BLK CAM

El Cajon enters: BK CAMRY

Regional: Black Camry

SDPD enters: BLAK CAMY

Vehicle color: 38 validation fields
Vehicle model: 1,852 validation fields

ARJIS maintains 200 validation tables & 156,000+ fields & provides them to member agencies for use in agency specific systems
Custom Reporting

- Over 2,700 custom reports for crime analysis, traffic engineering, and ad hoc reporting
- Data contributing agencies use same Uniform Crime Reporting (UCR) standards

![2016 REPORTS BY CATEGORY](chart)

Outreach & Communication

- Secure Sharepoint portal – for use by law enforcement only
- 8,660 page views per day on average
- Notifications on outages, application updates and trainings
Email Lists & Service Log

- ARJIS has created email distribution lists for communicating with users
- A service log is distributed to users every Friday includes:
  - Tickets open, closed and pending
  - Upgrades
  - Maintenance

Training

- Training program launched in 2016
- Dedicated trainer hired (grant funded)
- ARJIS ‘101’ and classes for specific applications

In 2016:
  - 500+ users trained from 30+ agencies
  - Includes mobile device training
  - Interactive training page and calendar created on ARJISnet portal
“I was very impressed with ARJIS’ numerous accomplishments in information sharing, even more so considering what you were able to achieve with a relatively small staff and budget. Your accomplishments highlight the many opportunities that exist for law enforcement information sharing at the federal level.”

– United States Department of Justice Chief Information Officer Joseph Klimavicz
Regional Crime Stats

• 219,939 visits to www.arjis.org in 2016
• Crime mapping stats
  o 9,926 subscriptions in San Diego region
  o 61,483 user sessions have occurred in San Diego
  o Personalized crime maps based on geography, offenses and dates
• Data posted on SANDAG website

Process for ARJIS Policy Development

• Collaborate with the International Association of Chiefs of Police (IACP)
  o Largest membership organization of police executives
  o Develops national policies and protocols
  o Model Technology Policy Framework
• Refer to State/Federal regulations on law enforcement data and technology:
  o Federal Bureau of Investigation - Criminal Justice Information System (FBI-CJIS) Security Policies
  o California Department of Justice (CAL-DOJ) California Law Enforcement Telecommunications System (CLETS) Policies, Practices, and Procedures
Process for ARJIS Policy Development

• Identify operational vs. acceptable use policy components
• ARJIS is responsible for the technical aspects of systems it develops and maintains
• Acceptable Use Policy (AUP) is under the purview of the PSC and Board of Directors
  o An AUP is a set of rules applied by the owner or manager of a network, website, service, or large computer system that restrict the ways in which the network, website, service, or system may be used
• Operational policies are the responsibility of individual agencies
  o Based on regional protocols adopted by San Diego Police Chiefs and Sheriffs Association

ARJIS Policy Approval

• Policy review and approval:
  o SANDAG Office of General Counsel and staff review
  o Chiefs’/Sheriff’s Management Committee (CSMC) recommend
  o PSC and/or Board of Directors approve per process established in Board Policy No. 026
• Policies reviewed annually
AUTOMATED REGIONAL JUSTICE INFORMATION SYSTEM

ARJIS Organizational Assessment Process – Criteria

60 criteria in 10 categories:

- Governance
- Technology Infrastructure and Operations
- ARJIS User Needs
- Financial/Budget Impact
- Administrative Support
- Legal/Legislation
- Public Perception
- Project Management
- Impact of Transition
- Positioning ARJIS for the Future
### ARJIS Organizational Assessment Process – Criteria (cont’d)

<table>
<thead>
<tr>
<th>Governance</th>
<th>SANDAG</th>
<th>Alternative 1</th>
<th>Alternative 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>The parties to the JPA have oversight and decision-making authority over significant policy and financial matters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member agencies have active participation in crafting ARJIS goals, objectives and operational plans to meet operational needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy development is transparent, well documented, and based on best practices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complies with the terms and conditions of the Joint Powers Agreement and Government Code 6500</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Broad jurisdictional representation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governing bodies subject to Brown Act</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data sharing relationships and ownership are documented</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ARJIS Organizational Assessment

#### Alternative Organizational Structures

- Two potential governance structures were identified
- ARJIS JPA administered by SANDAG
- ARJIS JPA administered by the Sheriff’s Department
ARJIS Organizational Assessment Results

- ARJIS in its current condition met all established criteria
- Full analysis of both alternatives was not a prudent use of public funds

ARJIS Organizational Assessment Recommendation

- ARJIS JPA remains under SANDAG’s responsibility
ARJIS Organizational Assessment Opportunities for Enhancement

- Frequency of ARJIS Technical Working Group meetings
- The tracking and reporting of grant deliverables
- Mobile program platform flexibility
- Coordination between agency legal resources
- Strategic planning for the long-term replenishment and use of ARJIS reserves
- Succession planning within the ARJIS organization
- Regional training

ARJIS Organizational Assessment Next Steps

March 10, 2017
Present the report on methodology and results to the SANDAG Board of Directors, asking that they approve the recommended organizational structure and give direction on next steps.

April 21, 2017
Present final draft report, including specific recommendations and next steps to the Public Safety Committee for its review.

April 28, 2017
Present final draft report, including specific recommendations and next steps to the SANDAG Board of Directors for action.
ARJIS Organizational Assessment

QUESTIONS?