



BSCC ORT PREVENTION GRANT LOCAL EVALUATION PLAN

Project Period: October 1, 2023-December 31, 2026

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Background

Project Need

The Anaheim Police Department (PD) has seen a spike in organized retail theft (ORT) in Anaheim. According to the National Retail Federation, the Los Angeles-Long Beach-Anaheim Urbanized Area is a national Organized Retail Theft (ORT) hotspot, ranking first in the top 10 areas in the nation most affected by ORT crime.¹ The Anaheim PD does not know the true number of ORT incidents in the City due to massive underreporting (as described by retailers to the Anaheim PD) and because data capture systems do not accurately separate ORT from other property crimes. However, in a period of 18 months, the department recorded an alarming 47% spike in shoplifting incidents.²

This has led to the public perception that ORT is not being addressed. According to Sergeant Ryan Tisdale, who conducted retailer interviews in June 2023, “Anaheim retailers feel alone in their fight against ORT; they need a lot more support, which the Anaheim PD cannot do with current resources.” The Anaheim PD has had only one detective, within the Investigation Division’s Burglary and Auto Theft Detail, assigned to ORT cases. This Detail is comprised of six staff working over 5,000 cases per year. It has not had the needed staffing, equipment, or other resources to dedicate to ORT cases, which are inherently complex.

Moreover, Orange County Congressional Representatives Young Kim, Lou Correa, and Mike Levin sent a letter to President Biden expressing their concerns over ORT, specifically naming organized criminal groups in Anaheim and Orange County as primary perpetrators behind elaborate ORT schemes where stolen goods are sold online, and profits are laundered through other crime syndicates, posing a direct threat to our national security.³

Instances of ORT pose a risk to safety among residents and vulnerable populations, such as seniors, women, youth, and low-income individuals. These populations are frequently key frontline retail employees, leaving them most at risk of injury during often violent ORT encounters where greeters and cashiers are assaulted as suspects quickly grab items and exit stores. In one instance, surveillance from an Anaheim Walmart shows a suspect assaulting a senior citizen employee. ORT threatens the safety of working and shopping environments.

Lastly, tourism is a significant economic driver for Anaheim. It represents 60% of the City’s General Fund Revenue and accounts for many jobs. Home to world-class destinations, including Disneyland Park, Anaheim Convention Center (the largest convention center in the western United States), and much more, Anaheim welcomes 25 million visitors annually.⁴ Anaheim’s residents depend on a healthy tourism sector, so it is imperative that the city remains safe for people to work and visit.

¹ National Retail Federation (accessed 2023). 2022 Retail Security Survey: The State of National Retail Security and Organized Retail Crime. Conducted in Partnership with the Loss Prevention Research Council. [cdn.nrf.com/sites/default/files/2022-09/National Retail Security Survey Organized Retail Crime 2022.pdf](https://cdn.nrf.com/sites/default/files/2022-09/National_Retail_Security_Survey_Organized_Retail_Crime_2022.pdf)

² Anaheim Police Department’s Crime Analysis Unit (2023). Versaterm: Shoplifting Cases Report for Last 4 Years YTD

³ Kim, Representative Young (2023). “Rep. Young Kim, Co leagues Demand Answers on Chilean Gangs in Orange County.” Press Releases: Representative Young Kim, 15 June 2023. <https://youngkim.house.gov/media/press-releases/rep-young-kim-co-leagues-demand-answers-Chilean-gangs-orange-county>

⁴ Anaheim Chamber of Commerce. Economic Impact of Tourism. 2023. <https://www.anaheimchamber.org/economic-impact-of-tourism/>

Project Overview

With funding from the BSCC, the Anaheim PD is implementing, ‘The Anaheim ORT High-Intensity Investigation Project’ in response to the spike in ORT crimes occurring in Anaheim. This initiative incorporates three primary approaches to reduce these crimes and enhance community safety:

1. Implement an ORT Task Force consisting of 6 staff that conduct thorough investigations and leverage new equipment
2. Improve public awareness that Anaheim has a new, intense focus on fighting ORT
3. Coordinate with other local law enforcement and retailers to support ORT investigations and prosecutions

Activities

1. ORT Task Force

Staffing

The Anaheim PD is significantly enhancing its focus on ORT by increasing the number of dedicated staff from 1 FTE to 5.25 FTEs. This bolsters investigative capacity and allows for timely follow-up on ORT criminal investigations.

The new ORT Task Force includes:

- 1 Sergeant (Project Manager)
 - Existing personnel newly dedicated to the task force
 - Not a grant-funded position
- 1 Detective
 - TBD, may be a Civilian Investigator or outside agency Detective
 - Not a grant-funded position
- 3 Detectives
 - Newly hired personnel
 - Each completing 260 hours of targeted training
- 1 Crime Analyst
 - Existing staff, newly dedicated to the Task Force

The ORT Task Force is also supported by approximately 2,500 annual hours of overtime from ORT Task Force members and other sworn officers.

Investigations

The ORT Task Force conducts high-intensity ORT investigations that include developing informant relationships, conducting surveillance (physical, electronic, computer, financial, and biometric), carrying out undercover operations, and overseeing in-depth financial and other analyses. Due to staffing limitations, the Department’s Investigation Division prioritizes the investigation of crimes against persons, which sometimes means that property crime investigations, such as ORT, have been delayed in the past. Grant funds now allow detectives to ensure ORT crimes are promptly followed up on, which will contribute to increased apprehension and prosecution rates.

Equipment

The Anaheim PD is purchasing supplies for the Task Force such as tactical gear, computers, police radios, cell phones, and vehicles. Additional surveillance supplies include vehicle trackers, cell phone and Google analytic software, pole-mounted cameras, Automated License Plate Readers (ALPR), DLSR cameras with zoom lenses, drones, personal audio/video recording devices and associated “hides” (e.g., sports caps, key fobs, shirt buttons), and a drop vehicle with installed CCTV.

2. Public Awareness Campaign

The public awareness campaign addresses the public perception that ORT is being overlooked. The campaign includes conducting public outreach via Anaheim PD and the City’s social media channels and placing paid advertisements in local and regional print and online media. These efforts, along with press releases marking the Task Force’s progress and successes, communicate and emphasize Anaheim’s renewed focus on fighting ORT and highlight the newly created Task Force devoted exclusively to this issue.

Using this public awareness campaign, the Anaheim PD aims to change criminals’ perception that ORT is a “low-risk” crime in the City of Anaheim. It also alerts people that suspects arrested for ORT crimes will be prosecuted following Orange County District Attorney Office’s rigorous vertical prosecution process.

3. Collaboration and Coordination

Other Law Enforcement Agencies

The Anaheim PD coordinates and collaborates with multiple agencies to improve the success of the Task Force’s work. This includes regularly scheduled coordination meetings with the retailer’s loss prevention staff and other local law enforcement agencies, including:

- Orange County District Attorney’s Office Vertical Prosecution Unit
- Orange County Probation Department
- Division of Adult Parole Operations’ Southern Region
- California Highway Patrol
- Other agencies identified during the project period

Coordination with Retailers

The Task Force coordinates with retailers by holding meetings to discuss ORT-related topics, such as future surveillance operations, ORT patterns and suspects, and data relevant to investigations and prevention. Additionally, the Task Force will informally train retail staff and loss prevention officers and respond to ad hoc requests from retailers for assistance and guidance.

4. Monitoring and Evaluation

The Anaheim PD launched this project on October 1, 2023, with a Planning Phase. During this phase, the Anaheim PD hired an evaluator (EVALCORP) to generate the needed data collection tools and produce the Local Evaluation Plan (LEP). Performance monitoring meetings also began during the Planning Phase and are held regularly.

During the Implementation Phase (i.e., Years 1-3), the Anaheim PD will conduct performance monitoring meetings to monitor the project’s implementation and address any challenges, if necessary. These meetings will occur quarterly or monthly, as needed.

During the project’s Closeout Phase (i.e., January 1, 2027 – June 1, 2027), EVALCORP will conduct post-project data collection and review, and develop the final Local Evaluation Report to submit to BSCC.

Target Area

The Task Force’s target area is the City of Anaheim, CA (population 346,824). The project will focus efforts on large retailers city-wide (e.g., Home Depot, CVS, Walmart, Target, Ulta, and others identified during the project period). However, this focus does not come at the exclusion of smaller retailers.

The Task Force’s primary focus is on large retailers, which have been severely affected by the significant uptick in ORT crime. The Anaheim PD interviewed loss prevention staff from major Anaheim retailers in June 2023. During these interviews, a small sample of six ORT-impacted retailers reported that in 2022 their total losses due to ORT were \$10 million, including:

- Home Depot #6647: \$2.8 million
- Walmart #2242: \$2.31 million
- Target #2421, #0677, #3275: \$4.46 million
- Ulta #1987: \$98,147

Project Goals and Objectives

Three goals and eight objectives have been established for the project⁵:

Goal 1: Increased arrests and referrals to the District Attorney's office for ORT committed in Anaheim.

- **Objective 1a.** Develop and train a new six-person dedicated ORT Task Force that will conduct high intensity investigations in Anaheim during 2023-2026 (Years 1-3); Task Force will include a Sergeant (Project Manager), three new Detectives, a Crime Analyst (existing staff), and the existing single Detective who is currently working ORT in Anaheim.
- **Objective 1b:** Implement new equipment and technologies to support ORT Task Force investigations and activities.
- **Objective 1c.** Conduct a Formal Retailer Outreach Initiative that Includes monthly contact with 6-8 retailers during 2023-2026 (Years 1-3) to coordinate investigations, gather data, uncover patterns, and identify suspects.
- **Objective 1d.** Conduct Monthly Coordination Meetings with Other Local Law Enforcement including the Orange County District Attorney's Office's Vertical Prosecution Unit, Orange County Probation Department, and Division of Adult Parole Operations' Southern Region during 2023-2026 (Years 1-3) to support investigations and prosecutions of ORT.

Goal 2: Inform the public of Anaheim's renewed and intense focus on fighting ORT.

- **Objective 2a.** Conduct Public Outreach via Anaheim PD and City of Anaheim's Social Media Channels to include at least 4 postings per month during 2023-2026 (Years 1-3)
- **Objective 2b.** Place Paid Advertisements in Local and Regional Print and Online Media to include at least 4 ads per month during 2023-2026 (Years 1-3)
- **Objective 2c.** Issue Press Releases to Mark Task Force Successes including significant arrests, case progress, etc., during 2023-2026 (Years 1-3)

Goal 3: Demonstrate Project Fidelity and Impact

- **Objective 3a.** Conduct Project Performance Monitoring to include regularly scheduled meetings and progress/financial reporting during the 6-month Planning Phase, the 3-Yr Implementation Phase, and the 6-month Closeout Phase
- **Objective 3b.** Conduct Independent Project Evaluation to cover Planning and Implementation Phases during 2023-2026

⁵ These goals and objectives were rephrased from the original grant application to support the evaluation. These adjustments do not reflect changes to the planned activities.

Project Logic Model

Inputs

Funding

Grant Awards: ORT Prevention financial resources for the project

Additional Funding Sources: Any expenses not funded by the grant, such as the Project Manager's position, are covered by the Organized Retail Theft Task Force General Fund.

People

Staffing:

ORT Task Force: project manager, detectives, crime analyst, sworn officers to support investigations

Other Law Enforcement Personnel: existing ORT Detective

External Partners: other law enforcement, local retailers, loss prevention and security personnel, EVALCORP

Tools

Law Enforcement Technology: desktop computer, laptop computers, Apple iPad, general office supplies, tactical gear, cell phones, monthly service contracts for police radio service, cold cell phones for tipline or investigative operations, vehicle window shades, vehicle power inverters, vehicle trackers with annual service contracts, pole camera packages, cameras, zoom lenses, camera carrying cases, SD cards, drone battery kits, drone carrying cases, ALPR cameras with supporting equipment and services

Equipment/Fixed Assets: police radios, CellHawk software, personal recording devices with hides, drones, vehicles with lights and sirens, drop vehicle, used vehicles as marked deterrents

Training: training for Task Force detectives and ORT officers as needed (e.g., criminal, burglary, technology, cell phone technology, cell phone, organized crime investigations; interviews and interrogations; search warrant writing and serving courses; mobile surveillance; drone operator training)

Conference Attendance: Annual grantee meetings

Community engagement tools: Public awareness campaign; social media posts; press releases

Activities

Implement ORT Task Force: Increase ORT team to 6 personnel, develop an Action Plan, and conduct regular meetings

Train Personnel: Increase team members' knowledge of skills and methods for ORT operations

Procure and deploy **tools and equipment**

Outreach to retailers: conduct/attend regularly scheduled meetings between retailers and Task Force; attend ORCA meetings; train retailers on writing effective ORT reports

Collaborate with other law enforcement via meetings, informal communications, and investigations

Collaborate with Homeland Security Investigations (HSI) on big cases

Conduct high-intensity ORT investigations: Develop retailer informant relationships, identify people who have committed ORT in the past, conduct surveillance and undercover operations

Adopt Advanced Task Force and Surveillance

Technologies: Procure and implement video surveillance cameras, drones, software

Implement a Public Education Campaign: Coordinate with PIO to make social media posts; create paid print and online advertisements; issue press releases about related activities and successes

Outputs

- Number of ORT staff hired
- Number of hours of staffing in the ORT Task Force
- Number of FTE staff assigned to ORT prevention activities
- Number of ORT cases worked by the ORT Task Force
- Number of ORT cases that used grant-funded technology, equipment, and systems
- Number of training sessions or conferences attended by APD personnel
- Number of meetings with other local LE agencies
- Number of training sessions or meetings offered by APD to retailers
- Number of social media posts
- Number of paid advertisements
- Number of press releases

Outcomes

- Decreased crime related to ORT
- Improved investigative success—increased number of arrests and clearance rates of ORT
- Improved quality and timeliness of information sharing between retailers and patrol officers, detectives, ORT Task Force and the Office of Public Relations
- Enhanced knowledge and skills for law enforcement personnel in preventing and responding to ORT
- Increased retail partner participation in meetings and communication leading to increased coordination, awareness, etc.
- Increased information shared with the public regarding ORT.
- Improved communications and collaboration with retailers, other law enforcement agencies and Task Forces related to ORT

Impacts

- Safer Community Environment:**
Reduction in ORT contributes to safer environments for businesses and residents of the City of Anaheim
- Strengthened Law Enforcement Capabilities:** Enhanced and more efficient investigative tools, strategies, and training improve long-term crime prevention and response effectiveness
- Increased Public Confidence:** In law enforcement's ability to protect the community and deter ORT
- Sustainable Crime Prevention:** Establishment of a sustainable model for crime prevention and law enforcement collaboration that can be adapted and applied in other contexts

Evaluation Method and Design

The Anaheim PD has contracted with EVALCORP to conduct a comprehensive evaluation of the Anaheim ORT High-Intensity Investigation Project. This includes a **process** evaluation that documents the activities implemented, and an **outcome** evaluation that assesses whether there were measurable impacts. Together, process and outcome evaluations support inferences regarding activities and their outcomes. The two evaluation components are described together here.

		PROCESS EVALUATION	
		Activities Implemented as Planned	Activities Modified or Not Implemented
OUTCOME EVALUATION	Impact Observed	Evidence for successful intervention	Change likely not due to activities
	Impact Not Observed	Intervention not successful	Intervention may have been helpful if implemented

Evaluation Framework

Goals

The evaluation of the Anaheim ORT High-Intensity Investigation Project has three main goals:

1. Document the project’s implementation and the extent to which proposed activities were completed as intended (i.e., process evaluation).
2. Measure the degree to which the goals and objectives were achieved (i.e., outcome evaluation).
3. Identify successes, challenges, and lessons learned.

Note that the evaluation goals are distinct from the identified goals and objectives of the Anaheim ORT High-Intensity Investigation Project, which can be found on page 7.

Approach

The planned robust evaluation will be participatory—EVALCORP will work collaboratively with Anaheim PD personnel to ensure the appropriate data collection methodologies, tools, and protocols are developed and implemented. Throughout the project period, EVALCORP will foster open communication to ensure project implementation and progress toward identified outcomes are shared regularly. This is key to formative evaluation, and allows for strategy changes, if needed, as the grant-funded initiative rolls out.

The evaluation will employ a mixed-methods research design consisting of both quantitative and qualitative approaches. Qualitative data will be used alongside quantitative data to enhance understanding of findings and the project’s overall success. For example, key project staff will be interviewed at the end of the project period to identify the extent to which the activities were implemented as planned, along with challenges and unforeseen events that impacted implementation and/or related outcomes.

The evaluation will compare metrics for a baseline period (before the grant implementation) and after grant implementation. This pre/post comparison methodology helps to determine the impact of the intervention (i.e., the grant activities) on important outcomes.

Coordination and Oversight

Sergeant Ryan Tisdale is the Project Manager and the day-to-day programmatic contact, providing guidance and general oversight for the project. Sergeant Tisdale will keep his supervisors—Lieutenant Ben Starke, Captain Rodney Duckwitz, and Chief Rick Armendariz—apprised of the project’s progress. Katherine Harrell, the Budget and Finance Staff Analyst, is the day-to-day fiscal contact, assisting Sergeant Tisdale, and supporting the project's administrative and fiscal needs.

Sergeant Tisdale will coordinate project activities at the Anaheim PD and with various partners. The Task Force will make project-related decisions collaboratively, with EVALCORP consultation when appropriate. Any changes requiring BSCC approval will be forwarded to the relevant party before implementation.

Anaheim PD and EVALCORP will meet monthly or as needed to ensure opportunities to address issues and discuss successes as they arise. The EVALCORP team and Anaheim PD personnel will coordinate data collection concerns.

Evaluation Tools

A series of data collection tools and standardized processes will track and monitor the project’s success. Primary data collection tools will be developed to collect grant-specific information; secondary data (i.e., data already collected for another use) will be used, when possible, to reduce the burden on staff.

Primary Data Collection Tools

- **Anaheim PD ORT Task Force (APD ORTTF) Tracker:** The APD ORTTF Tracker will log investigations conducted by the APD ORTTF, including information on tools and techniques used, personnel and other agencies involved, and referrals to the Orange County District Attorney’s Office. The APD ORTTF Tracker will also capture formal meetings with other agencies and retailers as well as activities related to raising awareness to the public around ORT and its focus by the Anaheim PD.
- **Key Stakeholder Interviews:** The evaluation team will conduct key stakeholder interviews with primary project staff at the end of the grant period. These interviews will inform the extent to which the project was carried out as planned and identify successes, challenges, and lessons learned.
- **EVALCORP Records:** The evaluation team will use internal meeting and report records to capture the activities related to monitoring and evaluation goals.

Secondary Data Sources

- **Versaterm:** The Department’s records management system, Versaterm, will be used to obtain information for the QPRs and other reporting. This includes incidents, arrests, and referrals to the Orange County District Attorney.
- **Payroll Records:** Financial payroll records will determine the number of FTE personnel assigned to various ORT activities.
- **APD Administrative Records:** Administrative records will document the partnerships established, crime analyst training activities, and agency participation in activities.
- **Public Information Office (PIO) Records:** The public information office will maintain data on social media posts, paid advertisements, and press releases related to ORT and the Task Force.

The evaluation team will collaborate with Anaheim PD personnel to ensure all requisite data are obtained, maintained, and reviewed for accuracy/validity on a consistent basis.

Data Analysis

The Anaheim ORT High-Intensity Investigation Project's data will be compiled quarterly or annually to ensure accurate and consistent data entry (frequency depends on the specific metric). Data will be reviewed, validated, and aggregated before any quantitative or qualitative analyses are conducted.

Qualitative Analysis

Qualitative data collected for the project includes open-ended survey responses and key stakeholder interviews. Analysis will involve coding, categorizing, and interpreting data to identify key themes. Information may be quantified and summarized as part of the analysis process. The overarching goal is to gain a deeper understanding of the impact of the grant activities and perspectives on the extent to which the project is carried out as planned, including any challenges experienced and lessons learned.

Quantitative Analysis

Quantitative data will be analyzed using Excel, R, or SPSS. Descriptive statistics may be used to characterize incidents, arrests, agencies engaged, retailers trained, and other relevant indicators. Crosstabs and inferential statistics (e.g., chi-square, t-tests) will be used, when possible, to support descriptive findings and ensure data are interpreted appropriately.

Reporting

EVALCORP will be responsible for or aid in developing the following reports and presentations:

- **Quarterly Progress Reports:** EVALCORP will support Anaheim PD in developing the BSCC Quarterly Progress Reports.
- **Final Local Evaluation Report:** EVALCORP will develop a Final Local Evaluation Report summarizing the grant-funded activities and the extent to which the goals and objectives were achieved. This report will be submitted to the BSCC by June 1, 2027.
- **Annual Brief:** In addition to the two mandated reporting requirements described above (i.e., Quarterly Progress Reports and the Final Local Evaluation Report), at the end of each calendar year, EVALCORP will develop a summary outlining progress toward the grant's goals and objectives.

These periodic reporting events supplement ongoing project meetings to provide a formal process for monitoring the grant project's progress and support a formative evaluation approach.

Evaluation Metrics

A series of metrics have been identified to evaluate the implementation and success of the Anaheim ORT High-Intensity Investigation Project activities. An Anaheim PD ORT Data Collection Matrix (Appendix A) was developed to support evaluation planning, coordination, and implementation. The matrix describes the metrics to be tracked, where the data will be pulled from (i.e., data source), and how each relates to the identified project goals and objectives.

Process Evaluation

The process evaluation will document and measure the degree to which grant activities were implemented as intended. The process evaluation metrics are structured around the project's objectives. These are detailed below:

Goal 1: Increase arrests and referrals to the District Attorney's office for ORT committed in Anaheim.

Objective 1A: Develop and train a new 6-person Dedicated ORT Task Force that will conduct high-intensity investigations in Anaheim during 2025-2027.

- Number and titles of ORT Task Force members
- Number of grant-funded ORT staff positions hired
- Number of FTE staff assigned to ORT-related activities
- Number of grant-funded trainings attended by ORT Task Force members
- Number of cases worked by the ORT Task Force

Objective 1B: Implement new equipment and technologies to support ORT Task Force investigations and activities.

- Number and type of equipment deployed (e.g., trackers, cameras, ALPRs, drones)

Objective 1C: Conduct a Formal Retailer Outreach Initiative that includes monthly contact with 6-8 retailers during 2025-2027 (Years 1-3) to coordinate investigations, gather data, uncover patterns, and identify suspects.

- Number of meetings with retailers and loss prevention personnel
- Number of attendees at meetings with retailers and loss prevention personnel

Objective 1D: Conduct Monthly Coordination Meetings with other local Law Enforcement, including the Orange County District Attorney's Office's Vertical Prosecution Unit, Orange County Probation Department, and Division of Adult Parole Operations' Southern Region during 2025-2027 (Years 1-3) to support investigations and prosecutions of ORT.

- Number of coordination meetings with other local law enforcement agencies
- Attendees at law enforcement coordination meetings

Goal 2: Inform the public of Anaheim's renewed and intense focus on fighting ORT.

Objective 2A: Conduct public outreach via Anaheim PD and City of Anaheim's social media channels to include at least 4 postings per month during 2025-2027 (Years 1-3).

- Number of ORT-related posts on Anaheim PD and City of Anaheim's social media channels

Objective 2B: Place paid advertisements in local and regional print and online media to include at least 4 ads per month during 2025-2027 (Years 1-3).

- Number of ORT-related paid advertisements in local and regional print and online media

Objective 2C: Issue Press Releases to mark Task Force successes including significant arrests, case progress, etc., during 2025-2027 (Years 1-3).

- Number of ORT-related press releases

Goal 3: Demonstrate project fidelity and impact.

Objective 3A: Conduct Project Performance Monitoring to include regularly scheduled meetings and progress/financial reporting during the 6-month Planning Phase, the 3-Yr Implementation Phase, and the 6-month Closeout Phase.

- Number of internal monitoring meetings

Objective 3B: Conduct Independent Project Evaluation to cover Planning and Implementation Phases during 2024-2027. Number of public reports developed regarding ORT, MVT/MVAT, and cargo theft

- Number of meetings with the evaluator

Outcome Evaluation

The outcome evaluation will assess the extent to which the project successfully met each of its goals. Therefore, outcome evaluation metrics are organized around each goal, as outlined below.

Goal 1: Increase arrests and referrals to the District Attorney's Office for ORT committed in Anaheim.

- Number of ORT-related incidents reported
- Number of ORT-related arrests
- Number of ORT-related cases referred to the District Attorney's Office
- Number of ORT Task Force cases utilizing grant-funded equipment (e.g., trackers, cameras, ALPRs, drones)
- Retailers' experiences with ORT, coordination with law enforcement, and/or other topics relevant to grant-funded activities
- Number of ORT Task Force investigations or cases collaborating with other law enforcement agencies

Goal 2: Inform the public of Anaheim's renewed and intense focus on fighting ORT.

- Number of impressions for ORT-related social media posts
- Reach of ORT-related paid advertisements and press releases in local and regional print and online media

Goal 3: Demonstrate project fidelity and impact.

- Funder reports submitted on schedule (i.e., LEP, QPRs, LER)
- Reports developed by the evaluator
- Project successes, challenges, and lessons learned

Appendix A. Data Collection Matrix

	Metric	Data Source	Component	Frequency of Data Collection
GOAL 1	Objective A: ORT Task Force			
	Number and titles of ORT Task Force members	Payroll Records	Process	Annually
	Number of grant-funded ORT staff positions hired	Payroll Records	Process	Annually
	Number of FTE staff assigned to grant-funded activities	Payroll Records	Process	Quarterly
	Number of grant-funded trainings attended by ORT Task Force members	APD Administrative Records	Process	Annually
	Number of cases worked by the ORT Task Force	APD ORTTF Tracker	Process	Ongoing
	Number of ORT-related incidents reported	Versaterm	Outcome	Ongoing
	Number of ORT-related arrests	Versaterm	Outcome	Ongoing
	Number of ORT-related cases referred to the District Attorney's office	Versaterm	Outcome	Ongoing
	Objective B: Technology and Equipment			
	Number and type of equipment deployed (e.g., trackers, cameras, ALPRs, drones)	APD Administrative Records	Process	Quarterly
	Number of ORT Task Force cases utilizing grant-funded equipment (e.g., trackers, cameras, ALPRs, drones)	APD ORTTF Tracker	Outcome	Ongoing
	Objective C: Retailer Outreach			
	Number of meetings with retailers and loss prevention personnel	APD ORTTF Tracker	Process	Ongoing
	Attendees at meetings with retailers and loss prevention personnel	APD ORTTF Tracker	Process	Ongoing
	Retailers' experiences with ORT, coordination with law enforcement, and/or other topics relevant to grant-funded activities	Retailer Survey	Outcome	Annually
	Objective D: Coordination with Other LE Agencies			
	Number of coordination meetings with other local law enforcement agencies	APD ORTTF Tracker	Process	Ongoing
Attendees at law enforcement coordination meetings	APD ORTTF Tracker	Process	Ongoing	

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	Metric	Data Source	Component	Frequency of Data Collection
	Number of ORT Task Force investigations/cases collaborating with other law enforcement agencies	APD ORTTF Tracker	Outcome	Ongoing
	Objectives A-C: Public Awareness			
GOAL 2	Number of ORT-related posts on the Anaheim PD and the City of Anaheim’s social media channels	PIO Records	Process	Annually
	Number of ORT-related advertisements in local and regional print and online media	PIO Records	Process	Annually
	Number of ORT-related press releases	PIO Records	Process	Annually
	Number of impressions for ORT-related social media posts	PIO Records	Outcome	Annually
	Reach of ORT-related paid advertisements and press releases in local and regional print and online media	PIO Records	Outcome	Annually
		Objectives A-B: Monitoring and Evaluation		
GOAL 3	Number of internal monitoring meetings	APD Administrative Records	Process	Annually
	Number of meetings with the evaluator	EVALCORP Administrative Records	Process	Annually
	Funder reports submitted on schedule (i.e., LEP, QPRs, LER)	EVALCORP Administrative Records	Outcome	Quarterly
	Reports developed by the evaluator	EVALCORP Administrative Records	Outcome	Annually
	Project successes, challenges, and lessons learned	Key Stakeholder Interviews, QPRs		Year 3