ORT Prevention Grant Program

Local Evaluation Plan

Title of Project:

Beverly Hills Organized Retail Theft Prevention

Submitted by:

Beverly Hills Police Department

Prepared by:

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October 1, 2023 – December 31, 2026

Project Background

In 2023 The California Bureau of State and Community Corrections (BSCC) awarded over $242,000,000 in funds to prevent Organized Retail Theft (ORT). The City of Beverly Hills was awarded $4,530,000 of that funding.

The City of Beverly Hills (CBH) encompasses 5.5 square miles, featuring high-value real estate and luxury brands recognized worldwide. Consequently, we are one of the most desired targets of both simple and sophisticated Organized Retail Theft (ORT), which exposes the City to disproportionate ORT related losses. Year over year, organized retail theft has been statistically increasing not just in Beverly Hills, but county wide in Los Angeles County.

Preventative measures are traditionally left to individual retailer's loss prevention units. This results in disjointed and inconsistent local retailer responses throughout the state. In-store and on-site physical security measures, such as closed-circuit television (CCTV) or license plate readers located within a specific location yield limited intelligence or workable data to identify suspects. When intelligence is gathered, it may not be shared with law enforcement agencies, nor is it shared between private retailers. Antiquated and ill-equipped loss prevention and law enforcement intelligence networks cannot match the speed at which ORT crime is committed.

Through the expansion of existing technology, implementation of new technologies and investigative methods, directed patrol, dedicated investigative resources, collaboration with the local retail community, and the statewide promotion of deconfliction methods, the project model is designed to increase the effectiveness of the investigative response to organized retail theft, and to enact measures to prevent instances of organized retail theft. Specifically, by expanding and enhancing technologies, along with wholistic investigative techniques, we seek to reduce ORT crimes by 15% over the three-year grant period in our 'Business Triangle,' in surrounding commercial/retail areas and throughout the City.

Participants and Activities

Personnel

- One (1) FTE, detective assignment, dedicated to the investigation of ORT related crimes
- Additional personnel in the High-Tech Crime Lab to support court ordered evidence recovery from electronic devices
- Overtime for foot and bike patrols in business district(s)

- Addition of a Virtual Patrol Officer (VPO) in the Real Time Watch Center for dedicated observation, investigation and support of operations related to commercial and retail areas throughout the City

Community

- Identify community groups for training, facilitated discussions and encouraging community sharing, reporting and deconfliction processes.
- Creation and coordination of ORT training with local retailers
    - Content creation for retailers based on size and scope of work
    - Large, medium, and small businesses
    - Professional loss prevention groups/departments versus independent/small businesses that do this work on their own or with their limited employees
- Training and expansion of disincentives.
- Training in advanced ORT investigation techniques to Investigators within Los Angeles County
    - Encouraging sharing between professional Loss Prevention Groups/Departments and small and midsize independently owned/operated retailers
- Offender/Suspect messaging

Equipment

- Addition of 25 Automated License Plate Readers (ALPR) at strategic intersections throughout the City, including entry/exit points of the City
- Development of an ALPR trailer for flexible and rapid deployment based on temporal and geographic data related to ORT
- Use of an Electronics Storage Device (ESD) K9 to support ORT investigations
- Implementation/Expansion of analytic software to rapidly examine digital evidence
- Implementation/Expansion of monitoring software for the sale, transfer and/or disposal of merchandise related to ORT
- Procurement of video enhancement software to improve CCTV video recovered during investigations
- Procurement and upfitting of a surveillance vehicle designed to remotely observe ORT suspects

Defining ORT

The target population will be the offenders who commit Organized Retail Theft (ORT).

The act of ORT will be defined as: Organized Retail Theft (ORT) is defined as a theft or attempted theft with one or more persons from a retail establishment. The act of ORT can happen during open or closed business hours. The act of ORT may also be completed with or without force. The stolen property has a reasonable likelihood of being resold for a profit by the suspect(s).

ORT incidents and metrics will be identified through police reporting. Police reporting will provide key details such as loss amounts, time of day, type of crime committed, and the number of suspects. Additional criteria will also be used in the investigation of these crimes to identify levels of effectiveness.

Goals and Objectives

Goal 1: Reduce Retail Crime Theft by 15%

Objectives:

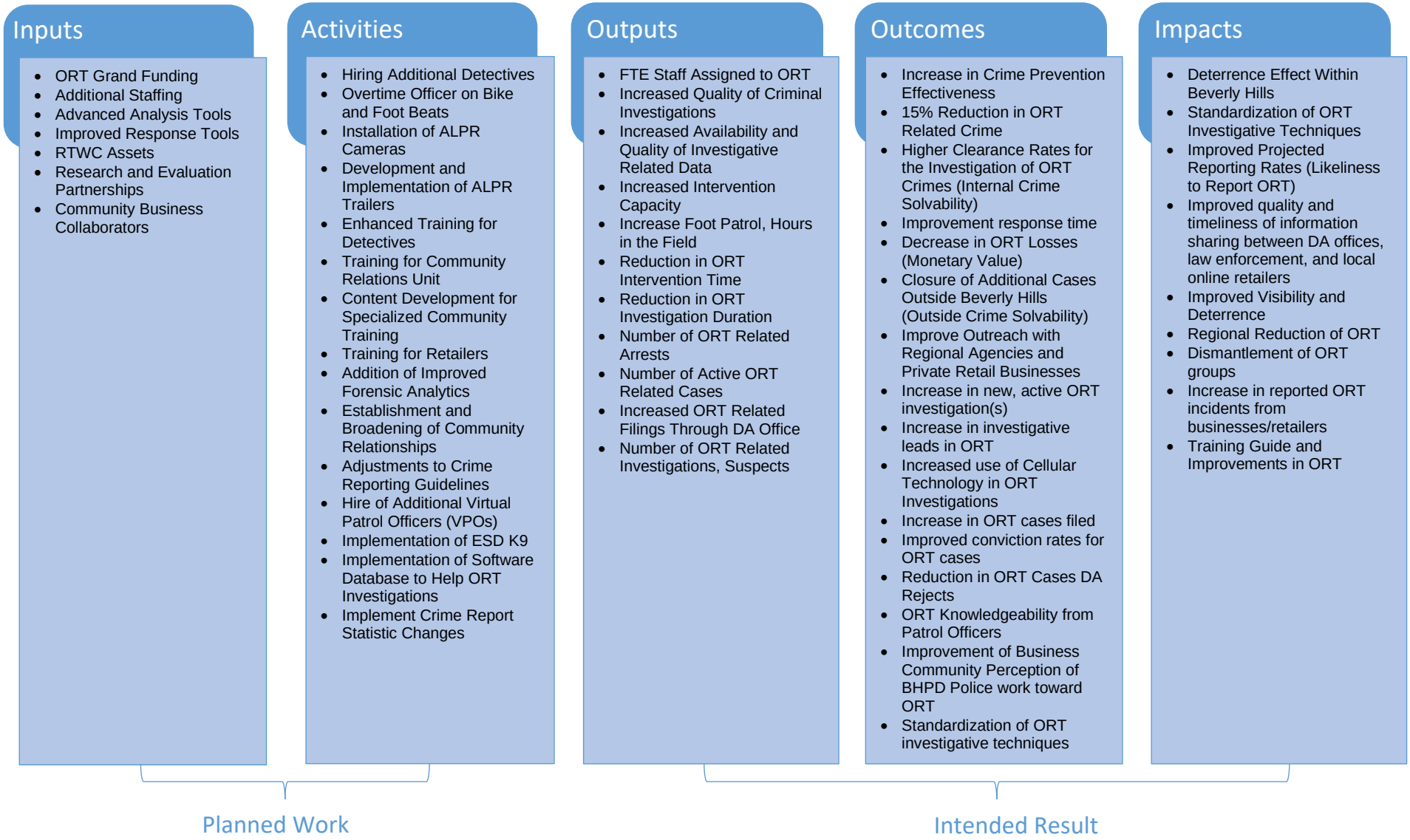
A. Reduction of retail crime theft within the City BH retail areas
B. Reduction in street theft within City retail areas (collateral measure)
C. Reduction in BFMV/TFMV within the City of BH retail areas (collateral measure)

Goal 2: Reduce Retail Crime Theft by 15% through Community Education & Deterrence

Objectives:

A. Expand Social Media Deterrence Campaign
B. Develop consistent public education campaign (both public and owner/emp)
C. Integrate education program in Community meetings
D. Dissemination of education media products

Project Logic Model



Process Evaluation Method and Design

General approach for the process evaluation research design

The research design methodology is a quasi-experimental, pretest/post-test design using primary and secondary data analysis. Using this quantitative methodology as the primary design involves the comparison of secondary data sources spanning a three-year period leading to (baseline) and subsequent one-year periods following the implementation of the strategy to reduce organized retail theft. Such method will directly address the program's objectives, which is to investigate whether the chosen strategy directly impacts and reduces the volume of organized retail theft. Measures of pretest and post-test statistics of peripheral property crimes are compared to correlate changes in overall property crimes. In addition, primary data will be collected through the Investigation Reports as well as internal and external surveys. Human Resources/Staffing systems data will also be used. Available crime data and LERMS will be used to generate reports.

Project evaluation Oversight structure:

All project components will be monitored, assessed, and adjusted by a taskforce that meets twice a month, comprised of the project management team, the project administrative director and the Research and Evaluation partner. A needs assessment has been produced and the research and evaluation partner has been tasked with developing a list of indicators reflecting identifying all available ORT-related data points. The research partner has also expanded the scope of the project by suggesting additional instruments for collecting outcome-related (primary) data from internal and external sources. All decisions regarding the collection, analysis and interpretation of the data are taken collaboratively by the Taskforce.
This taskforce is comprised of:

- Anaïs Valiquette L'Heureux, PhD Associate Professor, Master of Public Administration program, department of Criminology and Justice Studies California State University, Northridge.
- Henrik Minassians, PhD, Full Professor, Master of Public Administration program, Department of Urban Studies and Planning, California State University, Northridge.
- Eugene Kim, Police Lieutenant, Investigative Services Division, Beverly Hills Police Department,
- Chad Lynn, Senior Policy and Management Administrator Public Safety, Policy and Management Department
- Christopher Coulter, Police Lieutenant, Investigative Services Division, Beverly Hills Police Department
- Nicolas Dimento, Police Detective, Investigative Services Division, Beverly Hills Police Department
- Gor Galstyan, Assistant Division Commander, Administrative Services Division, Beverly Hills Police Department

Drs. Minassians and Valiquette L'Heureux will advise the project management team and advise adjustments to the strategies described in the Local Evaluation Plan, should this

be necessary. Any contingency will be reported in the QPR, and obstacles or challenges will be periodically assessed by the taskforce.

Processes under evaluation and goals of the project

Strategic use of technology, investigative and patrol methods and community outreach and education all will culminate in a reduction of 15% in ORT. Visibility, intervention capacity improvement as well as community outreach are the three broad strategic orientations that the project proposes in support of this goal.

In terms of analyzing thoroughly and robustly the outcomes and impacts a specific methodology has been developed. Hypothetical-deductive (explanatory) approaches call for the elaboration of research hypotheses.

There are three research hypotheses that have been developed to track and monitor the impacts inputs/ activity variables on outcome and outputs. Since this is an experimental approach, three main hypotheses will be guiding all phases of this evaluation. The evaluation Matrix (above) specifies the measures, sources and frequency of reporting planned for each outcome measure.

RESEARCH HYPOTHESES, DATA COLLECTION AND ANALYTICAL STRATEGIES

Hypothesis 1- Resource increases will improve intervention capacity (measured in arrests, referrals, investigation time)

This first hypothesis targets output variables and short-term outcomes (intervention and arrests). The grant will support the BH efforts and increase its capacity to tackle ORT crime. The Inputs measures (ORT Funding, Staffing, Advanced Analysis Tools, Improved Response Tools, RTWC assets) pre-grant, post-grant will be compared, periodically.

Data collection procedures:

Secondary data

Staffing measures are readily available through the Human Resources Management systems. Outcome statistics will be measured and tracked through a database specifically created for this project. The Additional Investigator Hired under this Grant has improved the recording system so that all ORT-reports are standardized. This centralized system captures additional information related to the investigations, cases and ORT crimes. The indicators of measure listed under Outcomes will act as dependent variable.

Primary data

Surveys, both internal and external, will help capture changes in the perception of intervention capacity. The project team will administrate these two surveys at the

beginning of the grant cycle, and periodically, throughout the 4 years duration of this project.

Analytical procedures

Two categories of tests will be performed: Simple Comparison tests and correlation analyses. Hypotheses will be tested to assess 1- if the impact of assets introduction led to significant differences in outcomes measures and 2- determine the correlation between input/activity variables and intervention-capacity related outcomes variables. The variables' type- continuous, discrete (scale) or ordinal or nominal (categorical) will determine the statistical tests we can use. In addition to this, descriptive statistics will also be analyzed to track over time pre-grant with post-grant intervention-related outcomes and identify any emerging pattern.

Indexes for "intervention capacity" measures will be created based off domains of deployment (human and technology resources[1], outreach, cellphone data reliance). We will monitor weekly intervention-related outcomes such as arrests and investigation duration by time point (Boxplots, Scatter graphs) to ascertain impacts of independent variables onto dependent variables. Outcome variables related to the intervention capacity will also be tracked using descriptive statistics and visualized in Line Charts. For instance: *An increase in FTE foot patrol positively impacts the arrest rate per month.*

- Example of an independent (resource/activity) variable: FTE foot patrol levels (Pre-grant/ Post-grant, at different points in time)
- Dependent (outcome) variables: Arrests/Referrals. ORT Intervention time.

The analytical procedures for this hypothesis will be the *Paired T-Tests* (to measure the same variable before and after onto the same population) O*ne Way ANOVA with repeated measures* will also be used to determine if there is a change in mean scores over 3 or more points. Non-parametrical equivalents (such as the Friedman Tests to detect the presence of a significant change in the mean score over 3 or more time points) may be used if the distribution violates the normal distribution parameters (skewness and kurtosis).

The measures for intervention capacity will be observed both directly (actual numbers of arrests and suspects taken into custody) and indirectly (perception of intervention capacity by internal and external stakeholders). Survey instruments, distributed twice per year (or more) will help us track capacity levels as perceived by field training officers and the business community. The instruments are independently managed by the Evaluation and Research Partner.

[1] Variables include: Expanded Staffing for Detectives and High-Tech Crimes; Expanded ALPR; Expanded K9 and CellBrite; Taskforce and Mutual Aid agreement; Bike/Footbeat Officers; Expanded VPOs.

What we also expect is that over time, the intervention capacity will create a *deterrence effect*. This indirect effect will be analyzed using this second research hypothesis, described next.

Evaluation Matrix – Inputs, Activities

Inputs	Definition	Data Source(s)	Frequency of Data Collection
ORT Grand Funding	The dollar amount spent per quarter from ORT-Grant funds	Internally Collected	Continuous
Additional Staffing	The percentage increase of investigative staff, bike and foot patrol, including overtime (hires)	Internally Collected	Continuous
Advanced Analysis Tools	The various software added as part of the Grant Activities	Internally Collected	Continuous
Improved Response Tools	The addition of cellular technology tracking for ORT Cases and other e-tech used in the investigation process	Internal Database	Weekly, Based Off ORT Cases Intake
RTWC Assets	The additional virtual patrol officer hired with Grant funding	Internally Collected	Continuous
Research and Evaluation Partnerships	The addition of a research partner to help evaluate and monitor the grant's resource allocation process, impacts and outcomes	CSUN	Continuous
Community Business Collaborators	The meetings held to sensitize the business community to the importance of ORT training and crime reporting	Internally Collected	Continuous

Evaluation Matrix - Activities

Inputs	Definition	Data Source(s)	Frequency of Data Collection
Hiring Additional Detectives	The hire of one additional staff member responsible for all ORT crime / investigative data	Internally Collected	Every time a hire is made and assigned to the Project
Overtime Officer on Bike and Foot Beats	The hours added to patrol use by grant funds	Internal HR/ payroll data	Continuous
Installation of ALPR Cameras	The number of permanent ALPR cameras installed	Internal - Eugene	Continuous

Development and Implementation of ALPR Trailers	The number of ALRP Trailers deployed at any given time	Internal - Eugene	Continuous
Enhanced Training for Detectives	The average number of hours of ORT training field patrol officers self-report (How many hours of training on organized retail theft did you complete in the last six months? (approximately)	CSUN Survey Instrument – Managed Internally	Quarterly
Training for Community Relations Unit	The number of training sessions for outreach team	Internally Collected	Quarterly
Content Development for Specialized Community Training	The presence of additional content for outreach team	Not a measurable Activity Qualitative (Internal)	Continuous
Training for Retailers	Training for retailers to identify Organized Retail Theft, and development of networking and internal protocols to combat it.	Internally Collected	Continuous
Addition of Improved Forensic Analytics	Tools that allow for more efficient analysis of cellular phones and associated third party location records.	Internally Collected	Continuous
Adjustments to Crime Reporting Guidelines	Changes made to ORT crimes reporting that feeds in BVPD internal database	Internally Collected	Continuous / As crime reports are filled
Hire of Additional Virtual Patrol Officers (VPOs)	The number of VPO personnel hired and related changes to staffing levels (%)	Internally Collected	Upon Hire
Implementation of ESD K9	The K9 that is used to detect cellular phones during search warrants. These cellular phones will be an integral part of the ORT investigation.	Internally Collected	Upon completion of training for the K9 and handler
Implementation of Software Database to Help ORT Investigations	The program that automates the process of searching for stolen property in various pawn style databases.	Internally Collected	Upon purchase

Implement Crime Report Statistic Changes	The addition of statistical data and qualitative information about ORT crimes in internal database	Internal – Jonathan / Erin	Continuous

Evaluation Matrix – Outputs

Outputs/ Outcomes/ Impact	Definition	Data Source(s)	Frequency of Data Collection
FTE Staff Assigned to ORT	Staffing levels for detectives, bike patrol, foot patrol, VPOs, etc.	HR Database / Payroll	Continuous
Increased Quality of Criminal Investigations	Qualitative (perceived) improvements or quality level	Survey – Patrol Officers	Quarterly
Increased Availability and Quality of Investigative Related Data	Aggregation of additional information pertaining to ORT crime that feeds in BVPD internal database.	Internally Collected	Continuous
Increased Intervention Capacity	Index based off active investigation duration; time lapse between crime reporting and filing of case at DA office (Chad/Eugene: please verify this definition is accurate)	Internally Collected	Continuous
Increase Foot Patrol, Hours in the Field	Percentage of Foot patrol officer's hours(assigned), including overtime, assigned to business District	Internally Collected	Continuous
Reduction in ORT Intervention Time	Time lapse between crime committed and suspect(s)' arrest	Internal / External (LERMS)	Per Quarter
Reduction in ORT Investigation Duration	Duration of ORT investigation (average/ mode)	Internally Collected	Per Quarter
Number of ORT Related Arrests	Number of ORT-related arrests	Internally Collected	Per Quarter
Number of Active ORT Related Cases	Number of active cases	Internally Collected	Continuous
Increased ORT Related Filings Through DA Office	Number of ORT filings,	Internally Collected	Per Quarter
Number of ORT Related Investigations, Suspects	Numbers of suspects in active investigations	Internally Collected	Continuous

Evaluation Matrix – Outcomes

Outcomes/	Definition	Data Source(s)	Frequency of Data Collection
Increase in Crime Prevention effectiveness	Capacity to Prevent ORT	Community and internal perception surveys CSUN compiled	Twice a year – internal survey At townhalls (punctually)
Reduction in ORT related Crime (Goal 15%)	Number and Frequency, as well as monetary value of ORT on BH territory	Internal Database	Quarterly
Higher Clearance Rates for the Investigation of ORT Crimes (Internal Crime Solvability)	Clearance rates for the investigation of ORT crimes (internal crime solvability)- Ratio investigations “Closed” that lead to referrals.	Internal Database	Quarterly
Improvement in response time	Decrease in the amount of time it takes for LEA to be present at an ORT incident that is reported/called in	Internal Database, Investigative Software, Case management system	Monthly
Decrease in ORT Losses (Monetary Value)	Indication of the total loss related to ORT crime	Internally Collected	Continuous
Closure of Additional Cases Outside Beverly Hills (Outside Crime Solvability)	Clearance rates for the investigation of ORT crimes	Internally Collected	Continuous
Increase in new /Active ORT Investigations	Increase in the number of ORT cases being actively worked/ Increase in Active Investigations (overall and in a given month)	Internal Database, Investigative Software, Case Management System	Continuous
Increase investigative leads in ORT	Increase in the number of investigative leads	Internal Database, Investigative Software, Case Management System	Continuous
Increased use of cellular technology in ORT investigations.	Ratio of ORT crimes solved with the use of Cellular technology	Internal database	Continuous

Increase in ORT cases filed	Increase in the number of ORT cases filed	Case Management System	Continuous
Improved conviction rates for ORT cases	Increase in the number of ORT convictions in relation to the number of ORT cases filed.	Case Management System	Each time a case is closed (Continuous)
Reduction in ORT Cases DA rejects	Percentage of rejected cases	Internal Database	Continuous
ORT-knowledgeability from patrol officers	Assessment of Field Patrol Officers regarding their knowledgeability with ORT crimes	Internal Survey	Semi-Annually (Rolling Panel Style Survey)
Improvement of business community perception of BV police' work towards ORT	Collaborative capacity of BHPD with regards to ORT	Survey to the Community, CSUN Compiled	At Townhalls (Punctually)
Standardization of ORT Investigative Techniques	Presence of ORT crime data intake guidelines/ standards which improves Investigative Related Data quality and availability	Internal	Implemented Continuously

Evaluation Matrix –Impacts

Impacts	Definition	Data Source(s)	Frequency of Data Collection
Deterrence Effect within Beverly Hills	Index related to prevention capacity (greater reduction in ORT crime rates, relative to other property crimes.	Research Partner Compilation of Internal Data / Collaborative Database	Yearly
Improved projected reporting rates (likeliness to report ORT)	Likeliness to report crime from Partner community	Community Survey CSUN Compiled/Administered.	At Townhalls (Punctually)
Improved visibility and Deterrence	Number of foot and bike officers deployed (%)	Internal (HR)	Quarterly
Regional Reduction of ORT	The ORT crime rates regionally	LERMS	Quarterly

Improved quality and timeliness of information sharing between DA offices, law enforcement, and local and online retailer	Increase in collaboration between agencies in gathering information and evidence to file ORT cases	Case Management System	Quarterly
Dismantlement of ORT Groups	The number of known active ORT groups operating within city limits should decline		Continuous
Increase in reported ORT incidents from businesses/retailers	Increase in the number of ORT incidents reported/called in by businesses/retailers	Internal Database, Investigative Software, Case Management System	Continuous
Training Guide and Improvement in ORT techniques	The development of community and internal training courses contents	Internal	Yearly/ At the project's end
Decrease in Community impacts of ORT	- Decrease in the overall monetary value of ORT in each month, - community perception survey (index) Qualitative (perceived) measure - Amount of goods recovered	Internal Database, Investigative Software, Case Management System	

Outcome Evaluation Method and Design

Hypothesis 2- Increased resources and intervention capacity will improve prevention capacity (measured through diminished crime rates/monetary loss amount)

This hypothesis will rely on many of the same predictor measures of the last hypothesis' group. The analysis will be targeting specific input variables, as well as aggregated indexes pertaining to intervention and prevention. The presence of a statistically significant difference in pre and post measures, as well as the significance and levels of correlation between predictors (intervention) and outcomes (prevention) will be ascertained. Pre and posttests "simple comparison" measures (Repeated measures ANOVA or non-parametrical equivalents) and correlation analysis will be used.

The input and activity variables monitored under this portion of the analysis will be based off the following indicators : Increase Detective personnel specifically assigned to ORT ; Expansion of High Tech Crime Unit to examine more digital devices; the addition of license plate readers in the business district ; Additional electronics detection K9 to locate and recover phones during ORT warrant services ; Additional analytics software for examination of digital evidence ; Video enhancement software to improve CCTV images; Addition of a mobile surveillance vehicle; and Internal Effectiveness assessment (survey from field training officers- internal effectiveness assessment).

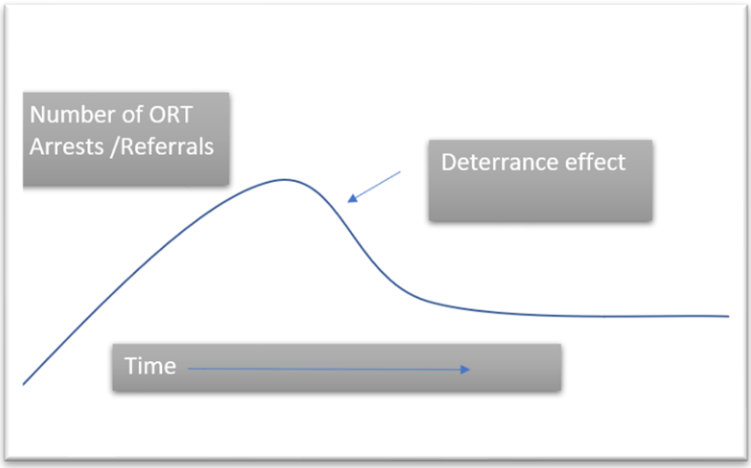
The outcomes variables tested will however be linked to the prevention-related outcomes: the outcome of "prevention" will be measured through direct measures (such as the decrease in ORT losses; decrease in ORT-related arrests, active cases, crime rates and referrals) as well as indirect measures: perception of prevention capacity to theft and fraud, as measured by the surveys' respondents).

For instance: Increased intervention (measured in v*isibility and deterrence indexes (foot patrol, CCTV trailers) will lead to a greater reduction in ORT crime rates, relative to other property crimes.*

- Dependent variable: Pre-grant deployment (combined HR+technology) index/ post-grant deployment (combined HR+technology) index
- Independent variable: Crime rates, perceived prevention effectiveness index
- Control variable: Property crime levels

The expected impact of the ORT- intervention and investigation capacity is illustrated in figure one.

Figure 1: Illustration of the expected effect of resources and intervention capacity increases on arrests and referrals.



The combination of a greater capacity to respond and intervene (through Real-time watch center assets, greater technological capacity, visibility, [2] and higher investigation potential) will increase the number of arrests and referrals. However, this capacity will then lead to a more effective preventive system, which will ultimately deter crime in the BH Police jurisdiction. It is the prevention effectiveness that will likely explain a predicted reduction in both crime rates, arrests and ORT monetary loss, over time.

The implementation of additional assets (human, technological, software-related) is expected to improve outputs and outcomes such as Number of suspects, number of ongoing investigations, cases closed (internal and external) number of ORT-related Arrests and Referrals to the DA, and increase of ORT filed by partners. However, over time, the intervention capacity will increase prevention effectiveness, which will in turn also impact the outputs and outcomes (suspects under investigation, number of active investigations, case filed, etc.)

Moreover, we expect that improved quality of crime-related data and training officer's ORT knowledgeability have positive impacts. More specifically, such impacts can be measured through the perception of the business community towards the BHPD overall, as partner, as well as the BHPD's efforts and its effectiveness in the fight against ORT. This third and final piece of the assessment plan is presented next.

Hypothesis 3- Grant-introduced quality improvements and evaluation mechanisms will positively impact community relations (measured in likeliness to report ORT)

The introduction of the quality-insurance-related mechanisms, which include outreach measures, and collaborative efforts with community partners, will improve the quality of community relations (as perceived internally and by community partners). The creation of retail and law enforcement training and the creation of a best practices course for the investigation of ORT, workshops and townhalls, are expected to impact positively the community partner's perception of the department and its efforts to counter ORT.

[2] This visibility index will be made out of indicators such as the Increase (ratio) foot patrols; Increase bike patrol and will take into account the Addition of (1) Virtual Patrol Officer (VPO).

This third hypothesis will be using a similar design (simple pre and posttest comparison and correlation coefficients). As mentioned previously, a community partner survey indicating their likeliness to report crimes and other qualitative measures for collaboration will help assess the business community's perception of BHPD. Indicators in this survey also target the business community's likeliness to report, which is essential to support the effectiveness of the BHPD efforts in tackling and reducing ORT.

Correlation tests will be utilized to assess the relationship between predictor variables of: internal knowledgeability, improved outreach, community engagement, townhalls etc. with outcomes variables, such as the perception from the business community of BHPD' collaborative efforts and the quality of its collaboration. Survey-introduced variables will also measure whether they believe ORT crimes are a priority for BHPD, as well as how effective we are at responding or preventing ORT/theft and fraud (see survey in appendix).

In this part of the analysis, the independent variables will be : quality-insurance and ORT internal engagement indexes (measured in the number of meetings related to ORT, the introduction of more precise crime intake procedures, attendance to ORT-related trainings and activities; ORT prevention effectiveness index) and the dependent variables will be the business community's overall perception of BHPD, its efforts in prevention and response, and their likeliness to report..

This third portion of the quantitative analysis will capture whether there were impacts in the quality of partnerships and collaborative potential stemming from the introduction of this grant's quality-insurance process.

Control groups, underlying variables

No control group can be put in place for the community survey: the respondents will be recruited from among the participants partaking in the townhalls and training sessions. Similarly, the field training officers who will be asked to fill out the survey will remain on approximately the same panel throughout the duration of the project.

All attendees will be given a QR code to respond anonymously to the survey. A comment box will allow us to capture any additional qualitative insight that may help in the interpretation of the results.

Our LEP and QPR taskforce will be looking out for the presence of intermediary variables susceptible of interfering in the relationships between dependent and independent variables assessed. Throughout the quantitative analysis, when relevant, we will use the other property crimes as a control variable.

Reporting structure, Design process and responsibilities

Quarterly reports will identify any significant impacts of the grant's resource deployment. The evaluation methods described in the LEP aim at providing an evidence-based

reporting mechanism. The strategies described in this section of the LEP are designed to assess the resources, human resources/efforts, and the variation in the deployment activities, and tie them to measurable outcomes and impacts of the grant's assets.

Auditing and Reporting Collaborators

A Research and Evaluation partner has been involved in the design of the evaluation strategies that will be used to monitor and report upon the activities and outcomes of this project, California State University Northridge. All decisions related to the project's local evaluation plan have been taken in collaboration with the Evaluation and Research Partner who will proceed, conjointly with internal analysts, to the intake, manipulation and analysis of the data related that the Local Evaluation Plan. The project team is using a collaborative approach to the monitoring and evaluation of the project goals and outcomes. A bi-monthly meeting is established with the Research partner where the implementation of the local evaluation plan is discussed and monitored.

Contingencies and challenges assessment

Facilitators, at this time include the ORT taskforce, the internal expertise of the taskforce, the presence of one Investigator who will be responsible for the crime report and intake of all ORT-related cases, as well as two internal Data analysts that can support the project. Barriers and challenges with the implementation of the LEP are assessed periodically in collaboration between the project team and research partner.

Forthcoming facilitators will include an additional Virtual Patrol Officer (VPO), and procurement of advanced cellphone analysis software.