ORT Prevention Grant Program

Local Evaluation Plan

Leveraging Innovative Technologies to Address Organized Retail Theft

Submitted by: Campbell Police Department

Prepared by: Joanna Ho (jho@campbellca.gov)

Date: 04/24/2024

Project Period:

October 1, 2023 – December 31, 2026

Project Background:

The City of Campbell is in Santa Clara County with a population of 44,000 residents with a mix of retail, technology and industrial businesses. The department has the highest crime rate per capita in the county with Campbell Police Officers writing the most reports per officer in the county. Utilizing innovative technology can help augment limited staffing and increase prosecutorial success, thus creating a safer community. The grant funds will be utilized to purchase equipment and technology that seeks to reduce organized retail theft and motor vehicle theft.

Organized Retail Theft

As demonstrated in numerous letters of commitment from our local retailers, organized retail theft is a major concern. For example, ULTA Beauty opened in September 2022 and immediately began to experience theft. In their letter of support, ULTA states, "Shrink has continued to increase year over year, trending 3x higher in 2023 versus 2022. More concerning is the increase in violence with the theft incidents that are occurring in-store, creating an unsafe environment for our ULTA associates and other guests."

One of our most troubling incidents occurred in January 2023 with the armed robbery of San Jose Camera. Five armed suspects entered the store and held the staff at gunpoint. They fled after taking about $60,000 worth of merchandise. One of the owners pursued and was shot several times. The suspects were quickly located in Alameda County and were associated with robberies of several camera equipment stores throughout the Bay Area. All the suspects were gang-related and in their early 20s. The store has been a victim of organized retail theft on six other occasions with a total loss of over $78,000 since 2018.

Motor Vehicle Theft

Internal department statistics reveal that auto thefts have increased by 34% since 2018 and the total value of all stolen vehicles in Campbell is approximately $6 million. Recoveries of stolen vehicles, located by Campbell officers, have increased by more than 56% since 2019. In September 2022, the department went live with 19 fixed ALPR cameras, covering only a small portion of the city. Nine months later, there were 3,371 "hits" on stolen vehicles on those cameras within the city.

In March 2023, a drive-by shooting resulted in the death of the vehicle's occupant in Campbell. The suspect's vehicle was stolen and driven by our fixed APLR cameras. This evidence led to the recovery of the stolen vehicle and eventually the identification of the involved parties, who were all in their late teens to early twenties and involved in gangs.

Department Policies

The Campbell Police Department provides staff training on procedural justice which covers bias every two years. The department is committed to providing law enforcement services to the community due regard for racial, cultural, and other differences of those served. It is the policy

to provide law enforcement services and to enforce the law equally, fairly, objectively, and without discrimination toward any individual or group. Bias-based policing is strictly prohibited.

The department also has policies for its ALPR and UAS programs. The policy of the department is to utilize Automated License Plate Reader (ALPR) technology to capture and store digital license plate data and images while recognizing the established privacy rights of the public. The Unmanned Aerial System (UAS) is used in strict accordance with constitutional and privacy rights and the FAA regulations. Absent a warrant or exigent circumstances, operators shall adhere to FFA altitude regulations and shall not intentionally record or transmit images of any location where a person would have a reasonable expectation of privacy.

Program Proposal

The Campbell Police Department has been an early adopter of innovative technologies to address increasing crime rates, improve officer efficiency, and provide higher levels of service to the community. Technologies such as in-car license plate readers, fixed license plate readers, a robust drone program, and emerging drone as first responder program (DFR), have allowed us to evaluate the effectiveness of these technologies and train our staff in their appropriate uses. These efforts have improved our efficiency, enforcement, and investigative capabilities. Our experience in these areas leads us to believe that expanding these technologies with a specific focus on organized retail theft and motor vehicle theft will lead to positive outcomes.

Grant funds were used to purchase equipment and software to establish a Real Time Information Center (RTIC). Fusus and Flock Safety allow for integrations with existing intersection cameras, license plate readers, officer body cameras, drones, patrol vehicle cameras, private and public cameras, and surveillance systems. The unique aspect of both programs is that it allows the department to establish tangible data-sharing relationships with retailers if they choose to share real-time access to their surveillance systems.

As part of the Fusus real time information center project, we have received core products allowing for the real time streaming of surveillance cameras during an incident of organized retail theft. We will be donating two of these core products to our local retailers who have been frequent targets of ORT. As we move forward our hope is that these beta sites will prove successful and lead to more self-funded core implementations by our other retailers.

The expansion of our existing DFR program will allow teleoperators to fly drones to areas throughout the city quickly, improving response times to organized retail theft calls and assisting in tracking stolen vehicles, reducing the need for high-speed pursuits and improving officers' ability to triangulate and apprehend offenders. The department has purchased two roof mounted drones in boxes and is in the process of installing the drones on a city-owned building. The department has hired two part-time teleoperators to fly the drones through our general funds. The Campbell Police Department's DFR program is one of the first of its kind and its proof of concept can serve as an example of scalable DFR programs for other law enforcement agencies.

The department's general training funds were also used to train an existing employee in crime analysis. The crime analyst will be responsible for data collection, quarterly reporting, and eventually assisting with analysis and reporting on organized crime groups specifically related to ORT.

Program Goals and Objectives

This grant funded project has two goals: to reduce organized retail theft and to reduce overall auto theft.

Goal: Reduce Organized Retail Theft

Objectives:

1) Increase the number of arrests
2) Reduction in response times
3) Increase collaboration with local agencies
4) Increase rates of reporting from retailers

Goal: Reduce Overall Auto Theft

Objectives:

1) Improve ability to track and locate stolen vehicles
2) Increase arrest and prosecution rates
3) Increase recovery rates

Project Logic Model

Inputs
- Financial Support (Grant, General Funds)
- Staffing
- Organizational Tools (RMS, CAD)
- Partners (retailers, DA office, stakeholders)
- DFR, Flock, Fusus

Activities
- Purchase and installation of surveillance equipment (Drones, FLOCK cameras, Fusus)
- New equipment and software training
- Public engagement (community meetings)
- Task Operations (patrol, blitz, enforcement)
- Crime Analysis training
- Work with local LEA and task force

Outputs
- Incidents per quarter
- Arrests per quarter
- DA referrals per quarter
- Task operations per quarter
- Social Media awareness posts per year
- Quarterly meetings with local retailers and businesses
- hours of new equipment and technology training

Outcomes
- Increased public awareness and knowledge of ORT and MVT/MVAT
- Improvement in response time
- Increase in ORT, MVT/MVAT cases filed with DA
- Increase in reported ORT incidents from retailers
- Increase investigative leads in ORT, MVT/MVAT
- Increase in vehicles and goods recovered

Impacts
- Improved economic outcomes
- Safer community though reduced ORT crimes

Planned Work

Intended Result

Process Evaluation Method and Design

Grant funds allowed for the purchase of equipment and software. The equipment was purchased by the Captain and the purchase orders and other documentation are held by our Grant Writer.

The quarterly and one-on-one meetings with stakeholders will serve as a qualitative measure.

Statistical data is the quantitative measure, and it will be gathered through our CAD and RMS systems. Patrol and Records have been advised on the penal code for organized retail theft and it is tracked more accurately than before. Our department is working closely with our RMS vendor to develop analytic dashboard. The vendor will also work to add check boxes to count ORT and Flock and Fusus use and these metrics will provide more accurate reporting.

The project follows a quasi-experimental design, as there are no control groups for the project. Although true experiments have a higher internal validity, it is impractical and unethical to have a control group that does not benefit from the grant funded technology.

The evaluation of the effectiveness of grant funded technology will be conducted primarily with baseline comparisons.

The property crimes detective will attend training for organized retail theft. Patrol will be trained with ORT and MVT training during briefing. The new drone pilots will also be trained on the new equipment. A records specialist has been attending crime analysis training to help pull statistics and identify crime trends.

The drone equipment will be monitored by the DFR team and their deployment for retail theft or vehicle theft crimes will be tracked by the teleoperators and the real time crime center.

Input/Resource/ Activity/ Output	Data Element(s)	Data Source(s)	Frequency of Data Collection
Purchase and Installation of equipment	# of equipment purchased/ installed	Records, Finance	Quarterly
Financial Support (Grant, General Funds)	Grant expenditures	Finance	Quarterly
Public Engagement	# of events attended, # social media posts, # press releases	Internal database	Quarterly
Cases related to ORT per quarter	# of cases	RMS	Quarterly
Cases related to MVT/MVAT	# of cases	RMS	Quarterly

Outcome Evaluation Method and Design

Arrest and recovery data prior to project implementation and post implementation will be used to determine the effectiveness of the project. The metrics in the baseline report will be compared to the quarterly and final report. The metrics for organized retail theft include the number of incidents, arrests, and referrals to the district attorney. The metrics for motor vehicle and motor vehicle accessory theft include the number of incidents, arrests, and referrals to the district attorney.

Other organized retail theft objectives that will be considered prior to project implementation and post implementation include response times, collaboration with local agencies, and rates of reporting from retailers. Response times data will be collected through our CAD system. This data will be determined by comparing the time that a call for service is received and compared to the time that it took an officer to arrive on scene. The average response times of pre-project implementation will be compared to post-project implementation. Collaboration with local agencies like the Santa Clara County Sheriff's office and their taskforce to conduct blitz operations is a measurable objective.

Evaluation questions are created in consideration with the project's goals and objectives in mind.

Organized Retail Theft:

1. Did the equipment and software increase in the number arrests?
2. Was there a reduction in response times?
3. Was there an increase in collaboration with local agencies?
4. Was there increased rates of reporting from retailers?

Motor Vehicle Theft / Motor Vehicle Accessory Theft:

1. Did the equipment and software improve the ability to track and locate stolen vehicles?
2. Was there an increase in the arrest and prosecution rates of MVT/ MVAT?
3. Was there an increased rates of recovered stolen vehicles?

Outcome	Definition	Data Source(s)	Frequency of Data Collection
Increased public awareness and knowledge of ORT and MVT/MVAT	Public Awareness is the level of understanding and knowledge that the general public has about ORT, MVT/MVAT	Community Engagement Coordinator, Interviews with public	Quarterly
Improvement in response time	The amount of time it takes for law enforcement to	CAD	Annually

	respond to an incident		
Increase in ORT, MVT/MVAT cases filed with DA	ORT, MVT/MVAT definitions set by ORT grant	RMS	Quarterly
Increase in stolen vehicles and goods recovered	Increase in the number of stolen vehicles and amount of goods recovered	RMS	Quarterly
Increase in reported ORT incidents from businesses / retailers	Increase in the number of ORT incidents reported by businesses / retailers	CAD / RMS	Quarterly
Increase in investigative leads in ORT	Increase in the number of ORT cases being actively worked	RMS	Quarterly

Comparisons with the baseline report will determine the success of the project. For example, one of the objectives is to have an increased rate of reporting from retailers. This can be determined with pre and post test design considerations, simply by looking at the number of reports taken. This is an important objective because it should address concerns regarding under reporting of theft and thus lead to more informed policy making and resource allocation.

As this is a 3-year project, in addition to the quarterly reports, the data will also be collected annually for comparison. The data will be gathered by the crime analyst from the RMS system.