ORT Prevention Grant Program

Local Evaluation Plan (LEP)

"Coalinga Organized Retail and Motor Vehicle Theft Prevention Project"

Submitted by The City Council of Coalinga and the Coalinga Police Department

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Project Background

The City of Coalinga City Council and the City of Coalinga Police Department (CPD) submitted a grant application to the California Board of Community Corrections (BSCC) Organized Retail Theft (ORT) Prevention Grant Program on July 7, 2023. The proposal was funded by BSCC for $1,745,015 to implement proven organized retail and motor vehicle theft prevention strategies including, video surveillance cameras, License Plate Capture (LPC) cameras, new technologies and equipment, and community outreach programs within the City of Coalinga. Projects funded under the ORT Prevention Grant Program assist law enforcement efforts and community groups to address property crime and public safety issues associated with significant increases of these types of crimes and their local economic impact.

Multiple grant project components are discussed in detail throughout the Local Evaluation Plan (LEP). The project background introduces the City of Coalinga and the City of Coalinga Police Department. Information on the nature of local crime and gang-activity issues provided, as well as additional contributing factors like economics) driving a vital need for the ORT Prevention Grant. The City of Coalinga Project is described in detail throughout In addition, to describing local property crimes (focusing on ORT/MV), we describe and analyze how CPD grant activities seek to address these problems that jeopardize our local communities way of life, public health and safety, and quality of life.

Introduction to the City of Coalinga

The City of Coalinga is a rural community 60 miles from the County Seat City of Fresno. Coalinga has numerous nearby highways connected to surrounding areas by State Highways 33 and 198, Highway 101, and Interstate 5. The City was incorporated in 1906, has a population (2020) of 17,465, with a land area of 6.85 square miles. [1] In terms of key socio-demographic variables, Coalinga High school graduates or higher, percent of persons age 25+ is 69.9% (89.1% U.S.); Median household income (in 2022 dollars) was $68,976 ($75,149 U.S.); and Persons in poverty 18.7% (11.5% U.S.). [2] While Coalinga population has declined slightly since the last census, there is substantial commerce in the City with several large retail clusters including big box stores, small and medium businesses, and numerous restaurants and services found locally. City main industries include agriculture, oil, Cannabis, education, and incarceration. [3] Pleasant Valley State Prison and Coalinga State Hospital are both located here and employ our residents.

To handle criminal justice matters, the Coalinga Police Department is a small and efficient department with 19 sworn personnel and led by Chief of Police Jose Garza (also ORT Project Director). Chief Garza has 41 years of law enforcement experience with the majority of his career focused on gang enforcement/intervention/prevention and building community bridges. He has large-scale project management experience, having provided oversight for approximately 12

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[1] https://en.wikipedia.org/wiki/Coalinga,_California#Demographics Accessed electronically on 3/21/2024.
[2] https://www.census.gov/quickfacts/fact/table/coalingacitycalifornia,US/PST045222 Accessed electronically on 3/21/2024.
[3] https://en.wikipedia.org/wiki/Coalinga,_California#Demographics Accessed electronically on 3/21/2024.

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grants throughout his career, including the Rural Violent Crime Reduction Initiative grant earlier this year.

Grants received by CPD required our agency to have a policy in place on the uses of a surveillance system, which we have under Policy 338-Public Safety Video Surveillance System (refer to City of Coalinga website, Police Department's policies for further details on policy 338). Key CPD policies on surveillance, cameras, and privacy may be found at the following link: https://www.coalinga.com/180/Policies The following Policy 338.2 reads:

> *The Coalinga Police Department operates a public safety video surveillance system to complement its anti-crime strategy, to effectively allocate and deploy personnel, and to enhance public safety and security in public areas. Cameras may be placed in strategic locations throughout the City to detect and deter crime, to help safeguard against potential threats to the public, to help manage emergency response situations during natural and man-made disasters and to assist City officials in providing services to the community.*
>
> *Video surveillance in public areas will be conducted in a legal and ethical manner while recognizing and protecting constitutional standards of privacy.*

Statement of the Problem

Numerous economic, criminological, and technology factors support ORT as a growing and significant problem across California urban and rural jurisdictions.

Crime Issues- One key reason for OR/MV theft locally is through criminal street gangs. Gangs are active in Coalinga and commit numerous violent, property, and public order offenses in staggering proportions. Known gang members have been identified as participating in assaults, robberies, burglaries, motor vehicle thefts and other general enforcement issues. The City earns an Overall Crime Grade of "D+"; Overall Violent Crime Grade of "C"; and a Property Crime Grade of "C-". [4] The rate of property crime in Coalinga is 18.38 per 1,000 residents annually. [5] In 2022 in Coalinga numbers of crimes reported, there were 126 violent crimes (0 homicides) including 6 robberies; also 150 property crimes including 55 burglaries, 10 motor vehicle thefts, and 85 larceny-thefts (including 26 from motor vehicles). [6]

Economics- Just as in many parts of the Central Valley, areas of concentrated poverty exist in many rural communities. High property crime rates disproportionately impact low-income residents by increasing costs for goods and services, increased insurance rates, and the repercussions of loss of transportation to work and school. In addition, poverty and income inequality are key criminological drivers of property and violent crimes. Local individuals are being recruited into gang activity with the promise of wealth, providing a foothold for gangs.

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[4] https://crimegrade.org/violent-crime-coalinga-ca/ Accessed electronically on 3/23/2024.
[5] https://crimegrade.org/violent-crime-coalinga-ca/ Accessed electronically on 3/23/2024.
[6] https://openjustice.doj.ca.gov/exploration/crime-statistics/crimes-clearances Accessed electronically on 3/27/2024.

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General Concerns- Due to the freeway proximity, large geographic area covered, small police department, and significant street gangs locally, there are concerns about OR and MV criminal activity within the local community. Gangs and criminal organizations rely heavily on technology, smartphones, and social media to coordinate, plan, and execute illicit activities. It is this networking, planning, and coordination activity that further strains police department limited resources (officers and staff, finances, distractions from other calls for service, etc.).

Explanation of Project Activities and/or Services

The purpose of this ORT Prevention project is to implement proven organized retail and motor vehicle theft strategies including the installation of 36 video surveillance cameras, including 9 cameras with License Plate Capture (LPC); hiring two new sworn personnel to ensure full utilization of new camera data; procuring four computers and two vehicles to support new personnel; and implementing community outreach programs. Community outreach includes the Chief's Advisory Board and the development of a local retailer ORT focused group. In terms of outreach activities, we hold tables at various community functions and events (like National Night Out) to provide community ORT resources to the public in attendance. Also, an ORT based press release provided multi-media communications on ORT activities and events. These direct community outreach and activities promote ORT public safety "best practices." In addition, tote-bags and other PR items and resources are provided at these events.

These activities will provide critical force multipliers and strengthen CPD's ability to prevent and respond to OR/MV thefts and protect lives and property in the City. In the following section, we discuss the ways in which the City of Coalinga ORT Prevention Grant Program addresses these key pressing problems.

How the City of Coalinga ORT Prevention Project Addresses the Problem

Organized retail theft is a significant contemporary social and criminal justice problem that requires a variety of decisive prevention and intervention strategies to combat. There are numerous complex social phenomenon and issues at hand that all connect with potentials motivations and willingness to commit property and violent crimes. Thus, there must be a variety of tools in the toolbox to handle the broader issues found in the evolution of ORT in California over recent years.

Project Purpose Area 1 (PPA#1)- Organized Retail Theft

Project Purpose Area 2 (PPA#2)- Motor Vehicle or Motor Vehicle Accessory Theft

The City of Coalinga ORT Prevention Grant Program (PPA#1, PPA#2) aligns well with CPD's goals of preventing and responding to Organized Retail/Motor Vehicle (MV) thefts, crime reduction, and enhanced public safety. Effective intervention and response programs and services are essential in communities with areas of concentrated poverty, high crime, and significant gang-related activities. **Coordination and Collaboration with other entities**- One strategy underlining the project is the utilization of community-based measures, including partnership and collaboration with the retail and sales communities. For example, setting up a **"Council of Retailers"** to assist retailers and the local community to provide key theft protection strategies, tips, and best practices

to help prevent and reduce crime within their establishments. In addition, serving to assist these communities to a better understanding of these technologies such as cameras (and other technologies) and other strategies to harden themselves as a target of retail and motor vehicle thefts. In addition, CPD will work with State law enforcement (including the California Highway Patrol (CHP) and Fresno County law enforcement and criminal justice agencies at all levels through the CJ System (i.e. police, courts, corrections agencies).

ORT Prevention Project Goals, Objectives, and Impacts

In this report section we describe the project goals, objectives and impacts identified in the Project Work Plan of the proposal.

Goal 1: Respond to organized retail (OR) and motor vehicle (MV) thefts in Coalinga and the region.
Objective A: Implement proven theft prevention and investigation technology (video cameras/LPC) during Year 1 of the grant period.
Objective B: Develop a dedicated Organized Retail/Motor Vehicle (OR/MV) Theft Team to conduct investigations and special field operations in Coalinga during Years 1-3 of the grant period. Includes existing personnel (Sgt. Diaz) and 2 new hires.
Objective C: Collaborate with regional law enforcement partners during Years 1-3 to support regional investigations and increase arrests/prosecutions.

Goal 2: Prevent OR/MV thefts in Coalinga
Objective A: Develop the Chief's Advisory Board during Year 1 and conduct quarterly meetings during Years 2-3 to conduct public outreach, build relationships, increase communication, and enhance community safety .
Objective B: Develop the Coalition of Retailers during Year 1 and conduct quarterly meetings during Years 2-3 to conduct business outreach, build relationships, and share theft prevention strategies.
Objective C: Procure community outreach materials and signage; install Hide/Lock/Take vehicle theft prevention signage in 25 Coalinga business parking lots in Year 1.
Objective D: Implement a campaign to share OR/MV Theft Team successes and increase awareness during Years 1-3.

Goal 3: Demonstrate Project Impact and Fiscal Competence
Objective A: Track Project performance through collaboration at bimonthly meetings during planning phase (months 1-6) and quarterly meetings thereafter for Years 1-3 of project.
Objective B: Collaborate with project partners to evaluate Project impact in Years 1-3, including development of Local Evaluation Plan and Local Evaluation Report.
Objective C. Conduct financial audit to demonstrate Project's fiscal competence and submit report to BSCC by 6/1/2027.

Process Evaluation Method and Design

Research Design

The ORT Prevention program process evaluation includes mixed methods utilizing both quantitative and qualitative data collection and means for analysis. Administrative, crime, and participant data will be collected from project organizations for both PPAs to document the process, challenges, barriers, and successes for OR/MV theft project activities and enforcement. In addition, we seek process evaluation and analysis to guide future experience and programmatic enhancements in the important area of Organized Retail Theft.

Table 1: Process and Outcome Evaluation Questions

Process-Related Eval Questions	Outcome-Related Eval Questions
1. What are program challenges found in the project implementation process?	1. What is the local impact of the ORT program grant activity?
2. How were these program implementation challenges modified and resolved?	2. How many partners were involved in ORT program activities?
3. Program "best practices" learned to apply to enhance future OR/MV programmatic activity?	3. Were OR/MV crime rates impacted by nearby preventive theft measures and locations?

The plan to document activities within the project and/or services provided to each target area/population

Grantee and subcontractor organizations will maintain a record of all program partners, activities, and services via written documentation to include (when relevant) meeting agendas, community and partnership event information, relevant time sheets, attendance sign in sheets, or activity reports, etc. in accordance with the grant guidelines and reporting requirements. For example, meetings with CPD and local retailers and community partners. Program related performance measures and data will be analyzed to assist program outcome improvement metrics and input from quarterly progress reports.

How will Program activity progress be tracked

It is essential that all participant progress and program service, activity, and event attendance completion is effectively tracked and carefully documented. All grantee organizations will track all ORT program events, dates, and estimated program attendance and outreach efforts, including the number of services, activities, and events participated in as part of this project. Program related performance measures and data will be inputted into quarterly progress reporting.

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Process variables and how they will be defined and measured (tools/instruments used to collect the data and frequency of collection).

        The following process variables will be tracked throughout the grant funding period to ensure effective program implementation, allow for meaningful performance data on the provision of services, activities, and events; and allow for prospective future program recommendations and modifications for "best practices" to aid in sustainability down the road.

Table 2: Process Evaluation Questions Include:

Process Variables	How Measured	Data Sources	Collection- Frequency
1. What are program challenges found in the implementation process?	Evaluation surveys and QPR partner feedback related to: (i.e. staffing, technology, programs/ participants, community outreach, & project management.	Qualitative data from program personnel feedback and QPR input.	Quarterly
2. How were these implementation challenges modified and resolved?	Numbers and types of program modifications and resolution of issues found in project design/implementation.	Qualitative data from program personnel feedback and QPR input.	Quarterly
3. Program "best practices" learned to apply to enhance future programmatic activity?	Evaluation and analysis of program personnel comments on "best practices" learned.	Qualitative data from program personnel.	Quarterly, Annually

Table 3: Process Variables Defined and Measured-

Inputs and Resources: Process Variables	How Measured	Data Sources	Frequency of Collection
1. Staffing	# of personnel for the OR-MV Theft Team # of hours dedicated to OR/MV theft investigations.	Coalinga Police Department	Quarterly, Annually
2. Technology	# of video surveillance/LPC cameras/License Plate Readers installed.	Coalinga Police Department, and video surveillance vendor	Quarterly, Annually
3. Programs and Participants	# of community activities and events with ORT/MV participation.	Coalinga Police Department, community	Quarterly, Annually

	# of retailers participating in the Coalition of Retailers	activity participant and Coalition of Retailer logs.	
4. Community Outreach Materials and Signage	# of signage placed. # of outreach materials procured/developed.	Coalinga Police Department sign and outreach procurement and placement logs	Quarterly, Annually
5. Project Management and Leadership.	# of Chief's Advisory Board invitations & roster # of planning meetings, related meetings & # of participants.	Coalinga Police Department, Chief's Advisory Board notes Planning and meeting notes and logs	Quarterly, Annually

How the process data will be collected, and the data source(s) used

Process evaluation data will be collected through regular discussion with grant partners, including retailers and law enforcement and criminal agencies related to project planning, organization, and implementation. Process related issues raised during these project phases will be captured for analysis. In addition, this data will also be utilized (as relevant) to guide prospective programmatic modifications necessary to enhance the program implementation process, efficiency in operations, and maximize program value to the community.

Project-oversight structure and overall decision-making process for the project

Project oversight and administration conducted by the Coalinga Police Department, including financial management and responsibility for grant performance reporting. The administration team will work in conjunction with personnel with project organizations in the decision-making process and fine-tuning of the OR/MV Theft Team program/activity/services. Also, CPD meeting coordination with regional law enforcement, retailers, and community partners at regular meetings to discuss ORT items of interest including "best practices" and "collaboration building" with the law enforcement, retail, service, and business communities respectively.

How project components are monitored, determined effective, and adjusted as necessary

All project components will maintain records of all internal and external program activities via time sheet or activity report in accordance with grant guidelines and reporting requirements. The lead agency will track related activities, ensure compliance with grant guidelines, and meeting coordination with task forces, Chief's Advisory Board, and community outreach-type meetings. Problems discovered through the implementation process will be adjusted as necessary for

enhanced project and participant performance over the grant time-period. All program related performance measures and data will be inputted for quarterly progress reporting as well.

How quantitative and qualitative process data will be analyzed. Describe the statistical tools used to analyze quantitative data (e.g., descriptive statistics, chi-square) and methods used for analyzing qualitative data (identifying themes, content analysis, etc.).

Quantitative data on theft prevention technology, OR/MV Theft Team, and partner outreach and community activities will be analyzed via descriptive statistics on the number of ORT Program activities and meetings/events including MOUs, partner meeting attendance and community-based program participation.

Geographic Information Systems (GIS) data will be utilized to analyze ORT prevention activity related to theft prevention technologies (like cameras/signage) and collaborative efforts with OR/MV crimes within the City of Coalinga for enforcement/investigation comparison purposes.

Qualitative data (often process related) will be analyzed through key theme and word analysis. Many of these qualitative data points will be found through advisory board, group meetings agendas, etc. and are more suited to theme and content analysis type methods of analysis.

Outcome Evaluation Method and Design

The research design for the outcome evaluation (e.g., pre-/post-test, mixed methods, comparison groups).

The program outcome evaluation includes mixed methods utilizing both quantitative and qualitative data collection and varied means for analysis. Program research data will be collected for both PPAs to document outcomes for program technology, enforcement and partnership activities, and grant program services administration and fiscal impact. In addition, we seek to conduct crime mapping and analysis to determine and compare property crime rates impacts for (OR/MV) within the City of Coalinga.

Outcome Evaluation questions. These are the questions the outcome evaluation will answer.

Table 4: Outcome Evaluation Questions

Outcome-Related Evaluation Questions
1. What is the local impact of ORT Prevention Grant technology and OR/MV Theft team activities?
2. How many participants were involved in ORT partnership programs, Chief's Advisory boards, Coalition of Retailers, and community events?
3. Were property crime rates impacted by ORT Prevention Program enforcement and community-based activities?

Criteria for determining activity completion and/or success in the project.

Theft prevention technology, OR/MV Theft Team activities, Collaboration with regional law enforcement, Advisory Board Activities, Coalition of Retailers Business Outreach, Community Outreach materials and signage, OV/MV Theft Team Success/Awareness Campaign, Improved CPD/Community Relations, Demonstrate Project Impact and Fiscal Competence are key criteria for the measuring and determination of objective program outcomes and successes. Thus, we are interested in quarterly data for all ORT Prevention Project components. These Outcome variables are described in further detail below. In addition, we track all program related performance measures and data input for quarterly progress reporting.

Outcome variables, how they are defined and measured (tools/instruments used to collect the data, and frequency of collection), and data source(s) used:

Found below on Table 5.

Table 5: Outcome Variables Defined and Measured- PPA1/PPA2

Outcome Variables	How Measured	Data Sources	Frequency of Collection
1. 20% annual reduction in OR/MV.	OR/MV crime rates.	UCR crime reports	Quarterly, Annually
2. OR/MV Theft Team investigations and operations/activity.	Calls for service; number of investigations, number detained, # arrested- OR/MV crimes.	Coalinga Police Department	Quarterly, Annually
3. Increased engagement with participants and community.	Regional law enforcement collaboration investigations and operations numbers.	Coalinga Police Department	Quarterly, Annually

	Participation in community activities and events #s.		
4. Increased engagement with participants and community- Chief's Advisory Board.	Number of Advisory Board Planning Meetings & participants. Number of quarterly Advisory Board Meetings & participants.	Coalinga Police Department	Quarterly, Annually
5. Enhanced Public Awareness and Safety.	Number of Coalition Outreach Planning Meetings & participants. Number of Coalition Outreach Meetings & participants.	Coalinga Police Department	Quarterly, Annually
6. Enhanced Public Awareness and Safety.	Number of Hide/Lock/ Take vehicle theft signage in 25 Coalinga business parking lots	Coalinga Police Department	Quarterly, Annually- Year 1
7. OV/MV Theft Team Success and Increased Awareness Campaign	Number of OR/MV promotional materials and handouts developed.	Coalinga Police Department	Quarterly, Annually
8. Enhanced Public Awareness and Safety	Number of participants attending ORT meetings	Coalinga Police Department	Quarterly, Annually
9. GIS Analysis of ORT Crimes & ORT Crime Rates.	Calls for Service, Crime rates for OR/MV within the City of Coalinga.	Coalinga Police Department	Quarterly, Annually

How quantitative and qualitative outcome data will be analyzed. Describe the statistical tools used to analyze quantitative data (e.g., descriptive statistics, chi-square) and methods used for analyzing qualitative data (identifying themes, content analysis, etc.).

Quantitative data on participants will be analyzed via descriptive statistics on theft technology, OR/MV Collaboration with regional law enforcement, Advisory Board Activities, Coalition of Retailers Business Outreach, Community Outreach materials and signage, OV/MV Theft Team Success/Awareness Campaign, Improved CPD/Community Relations, Demonstrate Project Impact and Fiscal Competence are the key criteria for the measuring and determination of objective program outcomes and successes.

Geographic Information Systems (GIS) data will be utilized to analyze ORT enforcement, public safety activity, and community outreach activities within the City of Coalinga. We are interested in the location of calls for OR-MV service and arrest locations during the grant period. We are also interested in the number of calls for service for MV thefts that occur in the

parking areas covered by ORT signage. In addition, we would also track the locations of calls for service for OR inside the businesses as well.

The strategy for determining whether outcomes are due to the project and not some other factor(s) unrelated to the project:

We will utilize GIS data and tools to analyze a variety of property crime measures to compare OR/MV criminal activity in the City of Coalinga. This includes Calls for Service and Reported Crimes GIS data as specified above. In addition, crime mapping and analysis should shed some light on enhanced public safety benefits (and outcomes) related to ORT Prevention Program components and property crime rates and unrelated to ORT based activities.

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Project Logic Model

City of Coalinga ORT Prevention Project Purpose Areas (PPAs) and Program Goals:

Goal 1: Respond to OR/MV thefts in Coalinga and the region.
Goal 2: Prevent OR/MV thefts in Coalinga
Goal 3: Demonstrate Project Impact and Fiscal Competence

Inputs/Resources	Activities	Outputs	Outcomes	Impacts
2023 ORT Project- City of Coalinga				
Staffing	Project administration, law enforcement, hiring staff/detectives activities, and events.	Chief's Advisory Board development	Increase engagement with participants and community.	Administer and manage activities.
Technology	Cameras and License Plate Reader install; 36 cameras installed in 18-high crime locations per CVPP Phase 6 and ORT grant.	Enhanced ORT enforcement & investigations	20% annual reduction in OR/MV.	Increased public safety and reduced crime rates.
Programs & Participants	Develop a dedicated OR/MV Theft Team	Conduct investigations & special field operations.	20% annual reduction in OR/MV.	Increased public safety and reduced crime rates.
Programs & Participants	Coalition of Retailers Development	Enhance ability to promote ORT & theft prevention.	20% annual reduction in OR/MV.	
Community outreach materials & signage	Install Hide/Lock /Take vehicle signage in business parking lots.	Signage in 25 business parking lots- Year 1.	Enhanced public awareness and safety.	Enhanced CPD-Community ties; increased community awareness. Increased ORT community awareness; reminder of personal action to prevent theft.
Project Management and Leadership	Project management and fiscal compliance.	Document project impact to allow CPD to modify future ORT response and program sustainability.	Demonstrated fiscal and grant responsibility.	Greater community trust, flexibility for future directions of public safety and ORT enforcement.