# ORT Prevention Grant Program

## Local Evaluation Plan

### Daly City Police Department BSCC ORT Prevention Grant Evaluation

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RDA Consulting, 2024

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# Introduction

The Budget Act of 2022, Senate Bill 154, established the Organized Retail Theft (ORT) Prevention Grant Program. This grant program, initiated by the Governor and supported by the Legislature, is meant to enhance public safety and support local law enforcement agencies in preventing and responding to the escalating issues of ORT, Motor Vehicle Theft (MVT), and Motor Vehicle Accessory Theft (MVAT).

The Budget Act of 2022 named the Board of State and Community Corrections (BSCC) as the grant administrator responsible for overseeing the distribution and monitoring of the grant. Funding for ORT Prevention designated as a competitive grant for police departments, county sheriffs' departments, and probation departments. At the September 2023 BSCC Board Meeting, 38 law enforcement agencies were awarded in total $242,250,000 in ORT Prevention Grant Funding.

In receiving ORT Prevention funding, Daly City Police Department (DCPD) and its partners, San Bruno Police Department (SBPD) and San Mateo Police Department (SMPD) have agreed to (1) develop a Local Evaluation Plan (LEP); (2) provide quarterly progress reports to the BSCC and submit to BSCC compliance monitoring visits; and (3) evaluate their planned services. For the evaluation requirement, the BSCC requires a Local Evaluation Report (LER) to be submitted at the end of the grant period. DCPD and partners have contracted with RDA Consulting, SPC (RDA) as their evaluation partner for their ORT Prevention Grant project.

# ORT Prevention Overview

## Project Background

With major retailers closing in the adjacent city/county of San Francisco due to rising Organized Retail Theft (ORT), the Daly City Police Department (DCPD), and neighboring agencies San Bruno Police Department (SBPD) and the San Mateo Police Department (SMPD) (DCPD and partners) began experiencing rising rates of ORT, Motor Vehicle Theft (MVT), and Motor Vehicle Accessory Theft (MVAT) in their own jurisdictions. The growing number of theft incidents make security positions difficult to fill and maintain, as the personal risk is simply deemed too great for compensation. The cities of Daly City, San Bruno, and San Mateo have the four largest shopping malls in San Mateo County, creating ample opportunities for organized theft operations.

To better understand and quantify the impacts of ORT, MVT and MVAT, DCPD conducted a Comprehensive Needs Assessment (CNA) that included Daly City and the two partner law enforcement agencies: SBPD and SMPD as well as two major local retailers (Westlake Shopping Center which consists of 98 separate stores and services, and Serramonte Shopping Center which consists of 130 stores and services). The following individual retailers within those centers provided direct feedback: Macy's, Old Navy, Victoria's Secret, and Dick's Sporting Goods.

The CNA found that retailers are facing losses across all three jurisdictions. For example, in 2022, Macy's documented a loss of $2 million, placing the Daly City location in their highest theft "Tier A" category.[1] Dick's Sporting Goods in Daly City has experienced a 290% increase in theft since 2020. Daly City and San Mateo's Home Depot locations have lost over $19M to theft since 2020. Victoria's Secret in San Mateo documented a 400% increase in loss between 2020 and 2022. A retailer, who wished to have their name withheld, located in San Bruno reported $2.6M in loss in 2023, a 52% increase since 2019. San Mateo's Sephora location lost $1.4M in 2022, a 121% increase since 2021. Overall, there have been 16,703 documented theft cases in the partner agency jurisdictions since 2018, with over $40M of stolen merchandise (based on available retailer data).

Based on retailer data in the partner agency jurisdictions, there was a 34% increase in loss in 2022 compared to 2021. In 2023, over $1 million was stolen in an organized retail "smash-and-grab" theft at Serramonte Shopping Center, resulting in a high-speed chase and crash and a lengthy investigation to apprehend additional suspects. Despite efforts, only $120K of stolen merchandise was recovered.

Vehicle and vehicle accessory theft is also increasing exponentially, with 4,866 MVT-reported cases and 1,525 documented cases of MVAT since 2018 for DCPD and partners. Despite etching technology to facilitate component identification and a "bait car" to address these issues, residents frequently find their vehicles relieved of parts and accessories.

[1] This data was collected in interviews with the Macy's Loss Prevention Manager.

# ORT/MVT/MVAT Prevention Targets

The awarded grant funds are serving DCPD, SBPD, and SMPD, home to approximately 247,000 residents and the four largest shopping malls in San Mateo County. Grant funded operations will be targeting high-risk targets, including shopping centers, large retail locations, and retail locations near easily accessibly public transportation or major thoroughfares as well as communities with high rates of MVT and MVAT. The ORT Prevention funding will allow DCPD and partners to engage in systematic hot spot analysis that will assist in identifying trends in ORT, MVT, and MVAT that can lead to allocations of resources that include task force operations and/or the deployment of purchased technology to address confirmed targets. The systematic analysis of the data using hot spot analysis may also allow for additional engagement with community members on what steps communities can take to remain safe and aware of their surroundings. For example, the hot spots analysis will assist DCPD and partners in coordinating with retailers for targeted task force operations (known as Organized Retail Theft Task Force (ORTTF) Days). These operations will take place over eight days per quarter during the grant period. Coordination of task force operations rotates among partners to be able to utilize resources evenly across jurisdictions. During ORTFF operations, DCPD and partners collaborate with retailers to ensure they are aware of operations and can have appropriate staff in place.

# Policies Governing the Use of Surveillance Technology

DCPD and partners have various policies in place to ensure surveillance technology behavior and compliance. Training is completed during new-hire orientation, on-boarding (Field-Training), as well as any required Peace Officers Standards Training (POST) specific surveillance technology training that's applicable to a specific type of surveillance technology. As current practice, DCPD and partners will continue to create new policies for any new types of surveillance technology that's implemented within the agencies.

# Policies to Limit Racial Bias

To limit the potential for racial bias in enforcement practices, Peace Officer Standards Training (POST) for bias-based policing will be required for officers at least every five years. The three agencies also maintain official policies that strictly prohibit bias-based policing.

# Goal and Objectives

The following goal and the two associated objectives were established by DCPD and partners when submitting the application for grant funding. As the project progresses and there is more data available to inform operations, DCPD and partners and the evaluators may opt to expand goals and objectives. Any potential changes to goals and objectives will be sent to BSCC for review.

**Table 2. Goals and Objectives of ORT Prevention Grant**

| Goal | Objectives |
|---|---|
| **Reduce occurrences of retail theft and vehicle/vehicle accessory theft in Daly City, San Bruno, and San Mateo.** | Reported losses from retail theft will reduce when comparing 2022-2023 data to 2025-2026 data for major retailers in Daly City, San Bruno, and San Mateo police departments' jurisdictions. |
| | Vehicle theft and vehicle accessory theft rates will reduce when comparing 2022-2023 data to 2025-2026 data for Daly City, San Bruno, and San Mateo police departments' jurisdictions. |

# Project Operations Approach

## ORT Prevention Grant Funded Operations and Purchases

DCPD and partners obtained an $8 million dollar grant for 3 years and 9 months from the BSCC to expand operations and activities that were in place prior to the grant funds being allocated. This includes expanding task force operations, additional operations that will complement the existing County Motor Vehicle Theft Task Force, communication and training with local retailers, and purchasing additional technology. Please Table 1 for additional details.[2]

**Table 2. Grant Funded Operations and Purchases by Partner**

| Operations: | DCPD | SBPD | SMPD |
|---|---|---|---|
| Staff overtime – ORTTF | ✓ | ✓ | ✓ |
| Public awareness campaign | ✓ | ✓ | ✓ |
| Hire additional CSO | ✓ | | ✓ |
| Substation Updates | | | ✓ |
| **Purchases:** | | | |
| C3.ai Law Enforcement Application – data management system | ✓ | ✓ | ✓ |
| StarChase system | ✓ | ✓ | ✓ |
| ALPR | ✓ | ✓ | ✓ |

[2] Appendix A has a description of the various investments made by DCPD and partners.

| | | |
|---|---|---|
| **Electric vehicle** | ✓ | ✓ |
| **Message board trailer** | ✓ | |
| **Surveillance pole camera trailer** | | ✓ |

# Process and Outcome Evaluation Overview

DCPD and partners contracted with RDA Consulting, SPC (RDA) in February 2024 to conduct a multi-year evaluation of the operations and activities tied to the ORT Prevention Grant partner, concluding in 2027. The evaluation is intended to: 1) evaluate the implementation process, outcomes, and impact of the operations and activities and 2) comply with BSCC regulatory requirements, including the completion of the LEP (i.e., this document) and the final local evaluation report (FLER) at the end of the grant period.

RDA conceptualizes its role as an evaluation partner rather than external researcher. Using this approach, RDA collaborates with DCPD and partners to develop outcome measures and interpret and respond to real time data and evaluation findings. RDA incorporates opportunities for stakeholder participation throughout the evaluation process by including DCPD and partners in developing the program evaluation plan, reviewing evaluation tools, and interpreting evaluation findings.

RDA engaged in several evaluation planning activities to develop this LEP that is tailored to the implementation of the ORT Prevention Grant by DCPD and partners and meets BSCC requirements. In addition to carefully reviewing the proposal to BSCC and other background materials, RDA scheduled and facilitated recurring meetings with DCPD and partners in early February and March 2024 to further understand the data being collected, current operations, grant funded purchases and operational enhancements, and held interviews with stakeholders to gather a diverse set of perspectives on ORT/MVT/and MVAT. The evaluation team also engaged in multiple working sessions to discuss and complete the logic model collectively as a team (please see **Appendix B** for the Logic Model).

To assess the implementation and impact of ORT Prevention operation and activities, RDA will conduct a mixed-method process and outcome evaluation. The mixed-method approach incorporates quantitative and qualitative data collection and analysis to provide a comprehensive assessment of grant funded efforts. This research design was selected to maximize validity and provides different perspectives on complex, multi-dimensional issues. The analytic process for the quantitative component of the process evaluation will primarily be descriptive in nature. Specifically, descriptive data will be collected to reflect the number of staff hired, overtime hours used, task force operations conducted and their results, technologies/equipment purchased, installed, and used, as well as any arrests made, and vehicles or property recovered. Qualitative data analysis will explore experiences with implementation from community members, retailers, law enforcement, and others to identify successes, challenges, and areas for improvement. The descriptive study will be comprised of two key components, a process evaluation and an outcome evaluation, to measure program implementation and effectiveness. Please see Table 3 for a summary of the evaluation questions, measures, and data sources.

RDA and DCPD and partners will revisit and refine the evaluation plan in the second and third (i.e., final) year of the contract in response to programmatic decisions and other unforeseen events that may impact the implementation of program services. This flexibility will make the evaluation relevant and responsive to the program's emerging needs. All edits to the evaluation plan will be submitted to the BSCC for approval.

# Process Evaluation

Process measures, which are focused on operations and implementation are designed to answer the question "What are the partners able to accomplish with the funding and is that what was planned for?" To this end, the process evaluation will examine how DCPD, and partners are implementing the ORT/MVT/MVAT prevention project, if it is being implemented as intended, and successes and challenges experienced in implementation. As such, the process evaluation will explore many aspects of implementation, including the following process evaluation questions:

1. To what extent have each of the ORT Prevention grant funded activities and purchases been implemented as intended?
2. Are ORT Prevention grant operations and activities targeting the appropriate retail locations, according to the data? What barriers or challenges were encountered in identifying these target locations and setting up operations?
3. What are the characteristics of the operation that resulted in ORT (MVT/MVAT), or ORT-adjacent, charges being filed? What are the characteristics of the operation that did not result in ORT (MVT/MVAT), or ORT-adjacent, charges being filed?
4. Have the various agencies and organizations associated with ORT Prevention grant operation and activity implementation been successful in communicating and coordinating with each other in support of operations?
5. To what extent has the community awareness and engagement components been achieved in the ORT Prevention grant planning and implementation process?
6. Are community members (e.g., retailers, employees, customers, and community members) satisfied with the ORT Prevention grant operations and activities? What operations and activities are perceived as effective and what are areas identified as needing improvement?

# Outcome Evaluation

Recognizing that there are strong geographical components that determine crime in the literature, RDA will implement hot spot analysis to compare how program implementation modified ORT outcomes, retail-adjacent outcomes (i.e., incidents of theft in which ORT is suspected but have not yet been proven through investigative means), and MVT/MVAT outcomes. The hotspot analysis will enable the comparison of comparable geospatial regions before and after program implementation. Data such as Block Group-level data from the latest American Community 5-year sample survey can help bolster the evidence for appropriate comparisons. Additionally, data on program implementation can help RDA better understand the magnitude of the relative association between different program measures. This evaluation will resemble a pre-/post-test amongst comparable geospatial regions.

Additionally, should the data allow, RDA will incorporate a panel data analysis that relates to program implementation ORT, ORT-adjacent, and MVT/MVAT occurrences for the identified hotspot regions relative to the residual areas. This additional exercise would assist in distinguishing whether there is prevention taking place, whether differences in outcomes are being driven by seasonal effects, or if the impact is on crime geospatial dispersion as opposed to generalized prevention. The analysis would be limited to the reporting cities and would incorporate time and region-level fixed effects. The appropriate level of aggregation at the spatial and temporal level would be largely determined by the data. For example, hotspot analysis implies a significant level of variation and deciding between monthly and quarterly temporal units will require a better understanding of what the typical rate of incidence looks like

for each hotspot region. Similarly, hotspot regions could potentially be as small as a census block group, or as large as several census tracts.

Using this approach, RDA would look to answer the following outcome evaluation questions:

1. Are the program measures deterring crime in the short-term at a statistically significant level?
2. Is crime deterrence taking place in the context of an absolute decline of outcomes or are theft occurrences taking place elsewhere within the city as a result?
3. What program measures are having the greatest impact, if at all, on prevention? Is that impact statistically significant?

**Table 3. Evaluation Questions, Indicators, Measures, and Data Sources**

| Process Evaluation | | |
|---|---|---|
| Evaluation Questions | Indicators and Data Measures | Data Sources |
| **To what extent have each of the ORT Prevention grant funded activities and purchases been implemented as intended?** | ORTTF Operations.<br>Feedback from retail staff and law enforcement.<br>Use of grant acquired technology in identified hot spots and in major retail locations. | • After action reports<br>• Staff overtime reports<br>• Focus groups & interviews<br>• Hot spot analysis<br>• Equipment logs |
| | | |
| **Are ORT Prevention grant operations and activities targeting the appropriate retail locations, according to the data? What barriers or challenges were encountered in identifying these target locations and setting up operations?** | ORTTF Operations Feedback from retail staff and law enforcement.<br>Use of grant acquired technology in identified hot spots and in major retail locations. | • After action reports<br>• Focus groups & interviews<br>• Hot spot analysis<br>• Equipment logs |
| | | |
| **What are the characteristics of the operations that resulted in a satisfactory number of ORT (MVT/MVAT), or ORT-adjacent, charges being filed? What are the characteristics of the operation that did not result in a satisfactory number of ORT (MVT/MVAT), or ORT-adjacent, charges being filed?** | ORTTF Operations Arrests made.<br>Cases successfully filed. | • After action reports<br>• Hot spot analysis<br>• Records Management System (RMS) data |
| | | |

| | | |
|---|---|---|
| **Have various agencies and organizations associated with ORT Prevention operations and activities been successful in communicating and coordinating with each other in support of operations?** | ORTTF Operations Retail communications.<br><br>Feedback from retail staff and law enforcement that have participated in ORTFF operations.<br><br>Arrests made.<br><br>Cases successfully filed. | • After action reports<br>• Focus groups & interviews<br>• RMS data |
| | | |
| **To what extent has the community awareness and engagement components been achieved in the ORT Prevention grant planning and implementation process?** | Public awareness campaign material.<br><br>Feedback from retail staff and members of the community. | • Focus groups & interviews<br>• Material review |
| | | |
| **Are community members (e.g., retailers, employees, customers, and community members) satisfied with the ORT Prevention grant operations and activities? What operations and activities are perceived as effective and what are areas identified as needing improvement?** | Feedback from retail staff and members of the community. | • Focus groups & interviews |
| **Outcome Evaluation** | | |
| **Are the program measures deterring crime significant in the short-term?** | Calls for Service for ORT, MVT, and MVAT related incidents.<br><br>Reported incidents to the department through online or in-person reporting method.<br><br>Reported reductions in losses by retailers. | • Computer Aided Dispatch (CAD) System data<br>• Incident report data<br>• Retail loss data |
| **Is crime deterrence taking place in the context of an absolute decline of outcomes** | Hot spot analysis to determine whether there has been intra-jurisdictional displacement. | • CAD data<br>• RMS data<br>• |

| | | |
|---|---|---|
| **or are theft occurrences taking place elsewhere within the city as a result?** | | • C3.ai data (Sheriff's Department data) |
| **What program measures are having the greatest impact, if at all, on prevention? Is that impact statistically significant?** | ORTTF Operations Feedback from retail staff.<br><br>Feedback from law enforcement staff.<br><br>Use of grant acquired technology in identified hot spots and in major retail locations. | • After action reports<br>• Focus groups & interviews<br>• Hot spot analysis<br>• Equipment logs<br>• RMS data<br>• CAD data<br>• C3.ai data |

# Data Collection

To obtain the necessary information to answer the evaluation questions, RDA will utilize several quantitative and qualitative data sources, described in this section. Table 3 above provides the evaluation questions, the indicators and measures, and the data sources accessed.

## Quantitative Data Sources

**CAD System Data:** The CAD system is the database that stores information regarding calls to 911. This includes, but is not limited to incident time, location, officer dispatch time, officer arrival time, departure time, and the description of the reported incident.

**RMS System:** The RMS is a records and case management system that provides law enforcement the ability to document, track, and report criminal cases. This includes dates and times of occurrence, location, charges or crimes committed, and complete case reports.

**San Mateo County Courts Odyssey Portal:** The Odyssey database for the San Mateo County Courts provides for data and processing functions for case management, financial management, public access, and case tracking.

**C3.ai:** Gives DCPD, SBPD, SMPD, and the Sheriff's Department and its partners the ability to connect and simultaneously access the different law enforcement databases currently in use to maintain records and investigations, streamlining case investigations. It also allows the agencies the ability to report crime statistics more efficiently and frequently. This is a new investment for DCPD and partners using ORT Prevention Grant funds.

**Equipment Logs:** To track the purchase and deployment of grant funded equipment and technology, equipment logs will be maintained and reviewed.

**Staff Overtime:** Task force operations are funded through the ORT Prevention grant, and part of this funding includes overtime for those officers that participate in the task force operations. To ensure that ORTFF operations and activities are taking place and are being implemented as intended, officer overtime logs will be reported.

## Qualitative Data Sources

**Focus Groups and Key Stakeholder Interviews:** RDA will develop a series of tools for qualitative data collection, to include focus groups and interviews, to be determined on being responsive to stakeholder needs. These focus groups and interviews will be used to gain a nuanced understanding of local stakeholder perspectives. Areas of inquiry may include but are not limited to perceptions and experiences related to local ORT, MVT, and MVAT offenses, needs, and interventions employed as part of BSCC grant funding. In collaboration with DCPD and partner, RDA will identify appropriate stakeholder groups to participate in focus groups and/or interviews, such as retail store employees and/or patrons, officers and/or CSOs, and other community members.

**Background Materials and Meeting Discussion:** RDA will contextualize and triangulate findings from other qualitative and quantitative sources with information obtained from the CNA that was completed prior to the ORT Prevention Grant award, any relevant pre-existing partner annual, quarterly, or monthly reports or dashboards, as well as publicly available reports or media publications.

**Grant Funded Operations and Activities:** RDA will contextualize task force operations through the review of After-Action Reports that are completed after each ORTTF operation and detail the successes and challenges faced.

### Data Transmission and Protecting Privacy

RDA will use a Secure File Transfer Portal (SFTP) to share data for this evaluation. DCPD (and all other agencies that provide data for this evaluation) will create password-protect data files and upload them to the SFTP site. RDA will download and store the files in a secure folder that only the RDA evaluation team can access. Both qualitative and quantitative data will be stored in this secure folder. RDA will destroy the data after this evaluation project concludes. RDA will destroy data after the end of the evaluation in compliance with its contract with DCPD.

## Analytic Framework

RDA will use Excel, Stata, and ArcGIS to clean data and conduct analyses. RDA will retain syntax and code documentation for data manipulation and analysis as well as qualitative coding schemes and share with DCPD and partners upon request. Basic univariate descriptive statistics including calculation of distributions, frequencies, measures of central tendency, ranges, and outliers will be used to examine data validity and reliability.

RDA will review and code qualitative data findings to address pertinent evaluation questions. Findings will be interpreted for common themes, trends, patterns, and programmatic implications. In addition, RDA will triangulate findings from the quantitative and qualitative data analysis to highlight results that have not been realized from either methodology alone. Qualitative data will be used to deepen the understanding of quantitative findings and discover underlying reasons that might help explain results. We will also use quantitative findings to validate trends identified in the qualitative analysis.

## Potential Limitations

Primary outcome variables will include CAD calls with dispositions that are related to ORT, including all calls that have not yet been demonstrated to be ORT. Similarly, CAD call data will be used to capture all incidents where MVT/MVAT is initially suspected but not yet demonstrated. The reasoning behind the decision to emphasize reported incidents, related to both ORT and MVT/MVAT, rather than case data, or those calls that have been fully investigated, is that the CAD data is the most representative and reliable point of contact between perceived threats to property and safety that DCPD and the partners have available. Any restriction based on the police department's investigative capabilities would be endogenous with respect to program implementation. This is to say, since program implementation measures can improve the investigative capabilities of police departments, a perceived increase in cases related to ORT-specific and/or MVT/MVAT-specific events could be due to better investigations, as opposed to material changes in incidents. That said, there might also be value in evaluating associations with program implementation using case-level data as the reference-point for incidences. The relationship between the two measures for incidences in the context of our quantitative approach could shed light on the relationship between the two and potentially help provide more evidence and nuance when evaluating the implemented measures.

Finally, the evaluation will attempt to assess whether there is intra-jurisdictional crime displacement using hot spot analysis. However, evaluators may need additional access to data from nearby jurisdictions. While the C3.ai system, along with cooperation with San Mateo County's Sheriff's Department, could potentially aid in this analysis, access to data may still hinder the evaluator's ability to fully understand the displacement of crime.

# Evaluation Reporting

### Project Oversight and Monitoring.

Project oversight and decision making will be assigned to individual(s) at DCPD and the partner agencies. A collective decision-making process will be used in which Captains from each agency, tasked with oversight of the grant for their department discuss program steps with the evaluator before selecting the most appropriate and/or feasible response or decision.

### Reporting Requirements.

In addition to this LEP, RDA will collaborate with DCPD and partners to engage in monthly ongoing hot spot analysis to aid in grant-funded decision-making. Through annual site visits to each jurisdiction, RDA will collect qualitative data to measure the impact of grant-funded operations on various stakeholders.

In June 2027, RDA will deliver the Final Local Evaluation Report (FLER) that reflects the Local Evaluation Plan and adheres to BSCC reporting requirements and guidelines. This report will include process and outcome evaluation findings, synthesizing three years of annual program data collection, and key learnings and takeaways. RDA will aggregate, analyze, and synthesize all quantitative and qualitative data collected to develop key findings.

# Appendix A.

# Grant Funded Activities and Purchases

Based on the CNA and identification of prevention and response gaps, the DCPD and partners will launch a coordinated and strategic effort to address and prevent ORT, MVT and MVAT in the community through the following efforts:

### Organized Retail Theft Task Force (ORTTF) Days:

Held over eight days each quarter, from December 2023 through December 2026, grant funds will support overtime expenses for a Lieutenant, a Sergeant, and Officers to conduct Zero Theft Tolerance days across the partnering agencies jurisdictions. The ORTTF deployments will rotate among various retail locations, within partner agency jurisdictions.

### Daly City PD MVT/MVAT Operations:

Once per quarter, DCPD will deploy their existing bait car, outfitted with tracking devices on key accessories, throughout hotspot locations within the city to combat MVT and MVAT. Tracking devices allow officers to safely track and apprehend suspects after committing an MVT or MVAT. Up to ten additional catalytic converters will be purchased to be used in the bait car in the event they're damaged beyond repair for use in future operations.

### Community Service Officers (CSOs):

An additional CSO will be added to the SMPD and DCPD from January 2024 through December 2026.

### Electric Vehicles:

Fully equipped electric vehicles will be purchased for Daly City and San Mateo's CSOs, supporting prevention (through retailer training), documentation, and investigation of ORT, MVT, and MVAT-related cases.

### Community Awareness:

Advertising campaigns, including mailers, will be conducted twice a year from December 2023 through December 2026 to ensure the community is aware that the partnering agencies are cracking down on retail and vehicle/accessory theft and to help prevent citizens from becoming victims. A message board trailer with ALPR cameras will also be purchased, enabling prevention warnings in hotspots, serving as a visible deterrent, and assisting in collecting ORT, MVT, and MVAT data.

### Investigative Tools:

The partnering agencies will purchase and utilize C3.ai Law Enforcement Application, a data aggregation tool to enhance investigations and reporting () hosted by Amazon Web Services. This tool allows agencies to share data amongst each other in the county, enhancing and accelerating investigations faster than ever before since all data will be combined into one central location. Using this tool, law enforcement personnel will be better equipped to prevent (through advanced analytics and reporting) and investigate (through data sharing and timesaving) ORT, MVT, and MVAT, enhancing our communities' safety and security. Grant funds will support the development, onboarding, and enhancements of this technology from January 2024 through December 2026.

### Automatic License Plate Readers:

New Automatic License Plate Reader (ALPR) cameras will be fixed throughout the partner agencies' jurisdictions to assist with preventing and investigating crimes related to ORT criminal networks, MVT, and MVAT.

### Surveillance Pole Camera Trailers:

Camera trailers will be deployed to hot-spot locations for ORT, MVT, and MVAT, serving as a visual deterrent and to collect evidence when crimes occur. They will benefit the community long beyond the funding period.

### StarChase:

StarChase systems will be purchased and utilized to locate and apprehend fleeing motor vehicles. The discharged projectile will broadcast relevant GPS information of a fleeing suspect vehicle without having to engage in a pursuit that puts public safety at risk. This will serve as an investigative tool so police can follow up and hold ORT, MVT, and MVAT suspects accountable while minimizing risk to the community.

### Substation at Hillsdale Mall:

A public-facing substation will be established at Hillsdale Mall, allowing officers and/or a CSO to be onsite, facilitating walk-ins for advice, counter reports, and fast response when crimes occur. Grant funds will cover upgrading the internet connection from the Substation to the SMPD. Also, minor upgrades to the paint, flooring, and office furniture to support this important service. This resource will benefit the community beyond the funding period.

# Appendix B.

# Logic Model

| Inputs | Activities | Outputs | Outcomes | Impacts |
|---|---|---|---|---|
| • **Financial support** (e.g., ORT Prevent Grant funding)<br>• **Staffing**<br>• **Organizational tools** (e.g., committees, data collection and tracking tools)<br>• **Partners** (e.g., DA offices, police departments, sheriff departments, academic institutions, community organizations)<br>• **Other** (e.g., MVT Task Force, Dispatch, Specialized Officer Group Training, Mall Substation, DA Office Training) | • **Hiring** (e.g., Grant Administrator - Project Oversight/Data Collection, CSOs)<br>• **Installation of surveillance equipment** (e.g., ALPRs, PTZ/FLOCK cameras, Drones, tracking devices - StarChase, 3SI, catalytic converters)<br>• **Task Force operations** (e.g., patrol, blitz, enforcement, fence, sting)<br>• **MVAT/MAT operations** (e.g., bait car, catalytic converter tracker)<br>• **New equipment and technology training**<br>• **Software/database system** (e.g., C3.ai)<br>• **Public engagement** (e.g., mailing campaigns, message board trailer)<br>• **Agreements or partnerships with online or local retailers and businesses** (e.g., letters of commitment)<br>• **Spatial Analysis** (hotspot analysis)<br>**Existing Resources**<br>• **Surveillance equipment** (e.g., Drones)<br>• **Software/database system** (e.g., RIMS, Versaterm)<br>• **Public engagement** (e.g., community events, educational/informational publishing or social media posting, press releases, advertisement) | • **77 ALPRs** (incl. 44 for DC, 20 for SB, + 13 for SM)<br>• **2 PTZ video cameras** (SM)<br>• **2 Surveillance Pole Camera Trailers** (SM)<br>• **23 StarChase units** (11 for DC, 8 for SB, + 4 for SM)<br>• **10 staff members for ORTFF Deployments** (1 Lt, 1 Sgt, + 8 officers)<br>• **2 FTE CSO positions** (1 SMPD & 1 DCPD)<br>• **1 task force deployment quarterly**<br>• **CSOs address 50 theft cases annually**<br>• **SM CSO education outreach to retailers quarterly**<br>• **Quarterly meetings with local + online retailers and businesses**<br>• **Annual equipment and technology training**<br>• **20-30 ORT-related social media posts annually**<br>• **Monthly trend analysis for locations of technology installation**<br>• **Over the grant period reductions in the following metrics**<br>○ **Recorded monthly ORT-adjacent cases**<br>○ **Recorded monthly ORT-adjacent arrests**<br>○ **Recorded monthly MVT/MVAT theft arrests**<br>○ **Recorded annual number of vehicles stolen**<br>○ **Annual ORT case referrals provided to DA**<br>○ **Annual theft case referrals provided to DA**<br>○ **Annual number of catalytic converters, and other motor vehicle accessory parts recovered, reduced over time** | • **Data** (spatial analysis) **informed operations**<br>• **Discovery of reliability of C3.ai data on operations and resources**<br>• **Increase investigative leads in ORT**<br>• **Increase in public awareness and knowledge of ORT**<br>• **Increase in reported Retail Theft by location calculated using x/y coordinates, and then decrease over time**<br>• **Improved knowledge of ORT trends** (e.g., large ORT operations, hot spots/areas, hot vehicles targeted)<br>• **Increase in theft and/or ORT and ORT adjacent cases filed**<br>• **Increase in vehicles and goods recovered**<br>• **Improved quality and timeliness of information sharing between law enforcement, DA offices, and local and retailers**<br>• **Improved conviction rates for ORT cases** | • **Improvements in resource allocation in response to the implementation of C3.ai**<br>• **Alternative response model** (e.g., hot spots/place-focused policing)<br>• **Greater feelings of safety and/or perceptions of safety among retail employees and among the residents within the jurisdictions of partnering agencies** |