LOCAL EVALUATION PLAN:

ORGANIZED RETAIL THEFT AND MOTOR VEHICLE ACCESSORY THEFT SUPPRESSION PROGRAM

Project grant period (October 1, 2023 - December 31, 2026)

San Francisco Police Department

Prepared by TAP International, Inc.

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INTRODUCTION

The California State Budget Act of 2022 (Senate Bill 154) established the Organized Retail Theft (ORT) Prevention Grant Program, with funding designated as a competitive grant for city police departments, county sheriffs' departments, and probation departments to prevent and respond to organized retail theft, motor vehicle accessory theft, or cargo theft.

Through the Board of State and Community Corrections' (BSCC) competitive grant process, the City and County of San Francisco was awarded a $15,326,301 grant over 45 months to develop and implement an ORT and Motor Vehicle Accessory Theft (MVAT) Suppression Program. The San Francisco Police Department (SFPD) is the lead grantee, enlisting key partnerships with the San Francisco Board of Supervisors, the San Francisco District Attorney's Office, the California Highway Patrol, California Board of State and Community Corrections, and key local retailers.

The ORT Program, which began October 1, 2023, aims to suppress: (1) organized retail crime in the Union Square commercial district, critical to protecting the economic welfare of San Francisco; (2) the open-air stolen property market (fencing) that supports organized retail theft from Union Square; and (3) catalytic converter theft, among other motor accessories, through technology, patrol, and investigation integration to safely identify and apprehend groups of criminals. Grant funds will support the program through June 2027.

The State of California requires a Local Evaluation Plan (LEP) for the SFPD-administered ORT Program to ensure projects funded by the BSCC can be evaluated to determine their impact and effectiveness. This LEP describes how the grant-funded program will be monitored, evaluated, and how evaluation results will be used for project improvement and decision-making. The LEP was developed using a collaborative process involving SFPD program management and staff.

BACKGROUND

What is Organized Retail Theft?

Organized retail theft, also known as organized retail crime, refers to large-scale, premeditated theft and fraud activities conducted by groups of criminals targeting retail establishments.

Organized retail theft often focuses on blatantly stealing large quantities of goods or high-dollar-value items as well as using booster bags designed to avoid detection by security tags, fake receipts, or stolen credit cards. This type of crime generally occurs in a coordinated manner, unlike opportunistic shoplifting by individuals.

Stolen goods are often "fenced" or resold on online marketplaces, on the street, at flea markets, pawn shops, or to unsuspecting legitimate retailers. Fencing involves disguising the origin of stolen goods to avoid detection by altering or removing serial numbers, repackaging items, or using counterfeit receipts. Fencing operations typically involve organized networks of thieves, middlemen, and resellers, resulting in significant financial losses for businesses and consumers. Retailers suffer not only from the value of stolen goods but also from increased security equipment and staff costs, as well as expenses related to insurance claims. Consumers may experience higher prices as businesses attempt to recover their losses.

The illustration below shows how organized retail theft typically involves coordinated actions among thieves, lookouts, and getaway drivers, with stolen goods eventually making their way to a fencing operation.

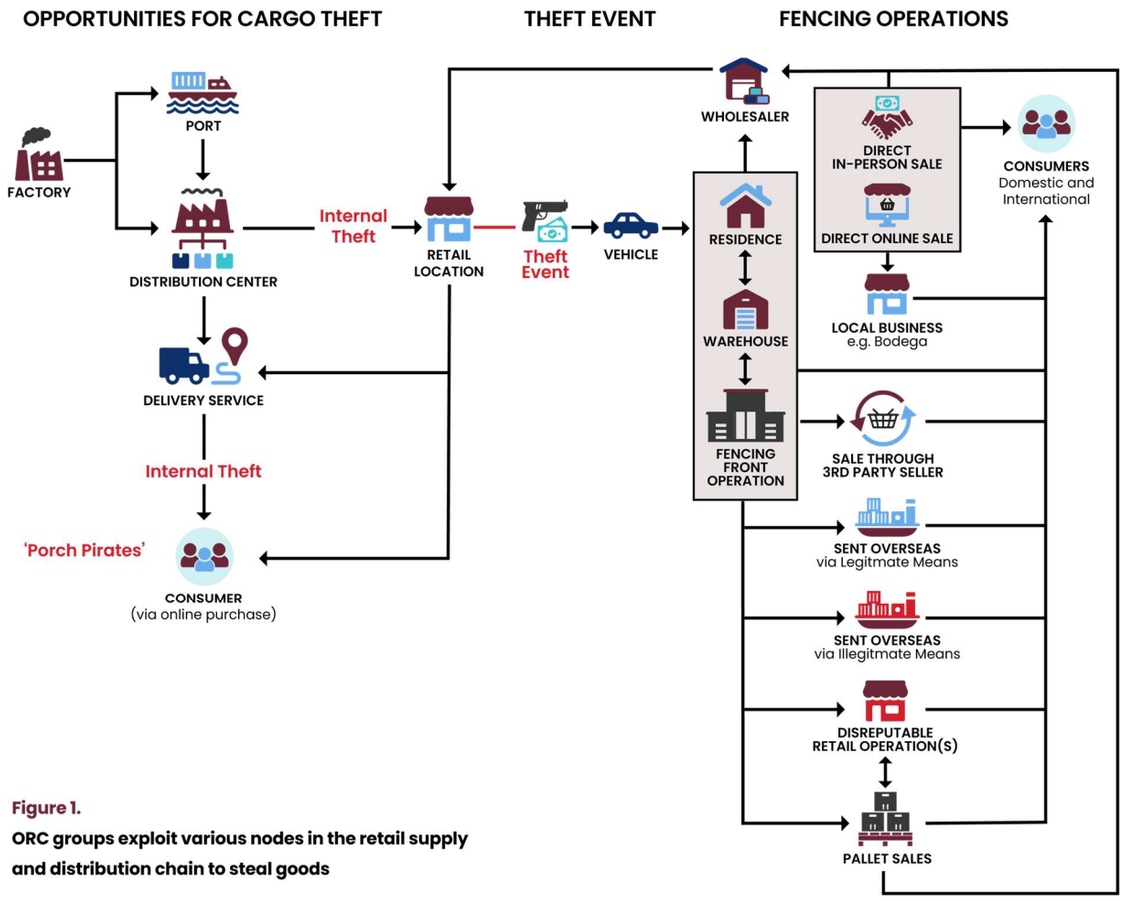


Figure 1.
ORC groups exploit various nodes in the retail supply and distribution chain to steal goods

Source: ORGANIZED RETAIL THEFT: AN ASSESSMENT OF A PERSISTENT AND GROWING THREAT, National Retail Federation, 2022

Organized retail theft activities are often linked to other criminal enterprises, including drug trafficking, human trafficking, and gang activities. The profits from organized retail theft can be used to fund these other illegal activities.

What is Catalytic Converter Theft?

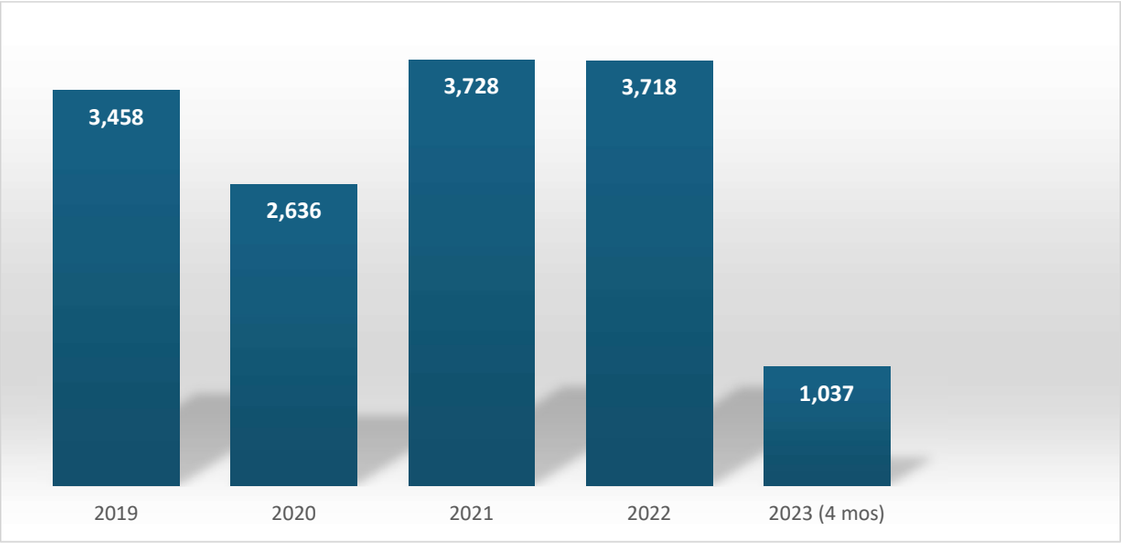
The most common target of motor vehicle accessory theft is Catalytic Converters theft (CCT). Catalytic converters are essential components of a vehicle's exhaust system, designed to reduce harmful emissions produced by the engine before they are released into the air. This vehicle part is a popular target because theft can be executed quickly with basic tools, and catalytic converters contain valuable precious metals that can be resold at high prices.

What are the Levels of Organized Retail Theft and Catalytic Converter Theft in San Francisco?

SFPD tracks organized retail and catalytic converter theft. For organized retail theft, data from January 2019 through April 2023 shows 13,540 reported crimes, resulting in a direct loss to retailers of $13,301,299. Approximately 43 percent of these crimes occurred around Union Square, involving a cluster of 20 local retailers reporting more than 10 theft incidents. Nearly 90 percent of retail thefts occurred between 8 AM and 8 PM, with many arrested criminals being recidivist offenders. The most stolen items include Clothing/Shoes (7,352), Food and Drinks (3,865), and Hygiene Items (3,292), totaling 53 percent of stolen items in retail theft incidents.

Mid-Market fencing activity fuels organized retail theft when thieves convert their stolen property to cash, which directly incentivizes further theft, and increases the illicit drug trade. Reduction or elimination of Mid-Market fencing activity would reduce organized retail theft by decreasing or eliminating the ability to readily fence stolen property.

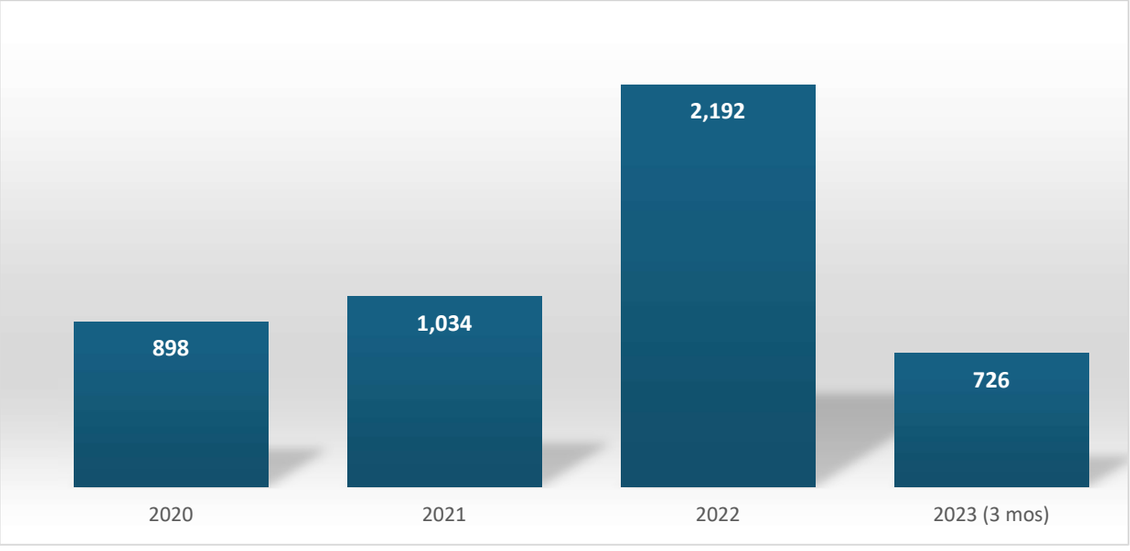
Figure: Organized Retail Theft, 2019 to April 2023



Source: SFPD crime data.

For catalytic converter theft, SFPD data between January 2020 through March 2023 shows 4,850 crimes reported, with over half of the thefts occurring between 2021 and 2022, with many of these crimes occurring between Midnight and 8 AM. The most targeted vehicle is the Toyota Prius.

Figure: Catalytic Converter Thefts, 2020 to March 2023



Source: SFPD crime data.

How does SFPD Plan to Address Organized Retail Theft, Fencing, and Catalytic Converter Theft?

SFPD applied for a competitive state grant to combat organized retail theft and motor vehicle accessory theft in 2023. Out of the 114 grant proposals submitted to BSCC, SFPD was awarded a $15,326,301 grant through a competitive process. This grant will fund the implementation of the ORT Program, including the suppression of fencing and catalytic converter theft.

SFPD plans to use the grant funds to support their efforts for training, aggressive investigation of organized retail crimes, making arrests, and recovering stolen merchandise from both brick-and-mortar and online retail stores in targeted areas throughout the city. SFPD's activities involve engagement with local retailers, purchasing protective gear and surveillance equipment (such as FLOCK cameras), funding overtime for personnel, conducting public service announcements, acquiring necessary vehicles for transportation, surveillance, and response, and acquiring software and other computer equipment. The ORT Program grant funds will provide SFPD with the financial support and necessary tools to address the increase in organized retail crime that is affecting many businesses across the San Francisco region.

ORT GRANT PROGRAM OVERVIEW

ORT Grant Program Goals and Objectives

SFPD's ORT Program has three primary program goals.

GOAL 1 - REDUCE ORGANIZED RETAIL THEFT
GOAL 2 - REDUCE FENCING OPERATIONS
GOAL 3 - REDUCE CATALYTIC CONVERTER THEFT

The project goals are to be accomplished, in part, through the following project objectives, as stated in the project work plan of the SFPD grant application:

GOAL 1: REDUCE ORGANIZED RETAIL THEFT

1.A. Deploy blitz operations, scheduled to span the entire service period;
1.B. Develop Union Square Coordinated Command;
1.C. Deploy Union Square uniformed foot beat patrol;
1.D. Create data collection form and data dashboard;
1.E. Develop public relations campaign; and,
1.F. Plan and launch ORT symposium.

GOAL 2: REDUCE FENCING OPERATIONS

2.A. Develop strategy for selecting targets from blitz operations to trail back to Mid-Market fences;
2.B. Develop operational plan for investigating fences, including identification of elevated positions of advantage to conduct surveillance of Mid-Market fences, and obtaining of any agreements from private entities if required;
2.C. Conduct blitz operations and controlled buys or sales that lead to the identification and apprehension of Mid-Market fences; and,
2.D. Through follow-on investigation, identify and arrest upstream fences involved in moving stolen property in interstate commerce;

GOAL 3: REDUCE CATALYTIC CONVERTER THEFT

3.A. Deploy Flock ALPR cameras throughout San Francisco to control entrance and exit from the City, movement throughout the City, and high vulnerability areas;
3.B. Conduct saturation operations and bait operations targeting catalytic converter theft;
3.C. Identify auto shops or other individuals involved in the fencing of stolen catalytic converters; and,
3.D. Through follow-on investigation, identify and arrest upstream catalytic converter fences involved in moving stolen property in interstate commerce.

Supplemental Local Assessment Goals and Objectives

The ORT grant program LEP and LER shall address the stated goals and objectives in this LEP and the project work plan. TAP will conduct a supplemental assessment in ORT-related areas and incorporate the supplemental assessment into the LEP and LER to further assist SFPD in evaluating the effect of the ORT program on SFPD's business operations.

SUPPLEMENTAL ASSESSMENT GOALS

GOAL 1 – REDUCE ORGANIZED RETAIL THEFT BY 10 PERCENT ANNUALLY

GOAL 2 – REDUCE FENCING OPERATIONS BY 10 PERCENT ANNUALLY

GOAL 3 – REDUCE CATALYTIC CONVERTER THEFT BY 10 PERCENT ANNUALLY

The supplemental assessment will measure the accomplishment of the following high-level, thematic evaluation objectives, as shown below. SFPD wants to know, in addition to the degree to which it accomplished the objectives stated in the grant application, its progress toward these supplemental assessment objectives. These supplemental objectives are thematic, representing general themes that span the SFPD ORT program's stated objectives. These supplemental assessment objectives are not operational objectives and are not intended to replace the objectives stated in the workplan plan of the SFPD's grant application.

EVALUATION ASSESSMENT OBJECTIVES (WITH CATEGORIZED SFPD ORT PROGRAM OBJECTIVES)

I. Stop thieves before they can escape with stolen property.
II. Deter the use of violence in organized retail theft.
III. Reduce recidivism, as measured by the frequency at which a thief is arrested.
IV. Disrupt fencing operations.
V. Suppress criminal activity surrounding open-air fencing.
VI. Disrupt catalytic converter operations.
VII. Reduce firearm violence.

The supplemental assessment plan will also take into consideration the SFPD's established, long-term outcome goals for all police operations, including but not limited to the grant funded ORT program. These department-wide goals, also described in its grant proposal, include:

- Protect the economic welfare of San Francisco;
- Protect residents' livelihoods, health, and independence;
- Ensure an equitable distribution of law enforcement resources;
- Safely identify and apprehend armed groups of thieves;
- Maintain SFPD's leadership in bias-free policing; and
- Have SFPD be known as a leader in the field of reducing organized retail theft, fencing and catalytic converter theft in Northern California.

The purpose of including and considering the SFPD's long-term outcome goals for all operations (not just the grant funded ORT program) in the supplemental assessment is to place the goals, operational activities, and accomplishments of the grant-funded ORT Program into context with the entirety of the SFPD's overall approach to policing.

Program Personnel

In October 2023, SFPD began implementing efforts to suppress organized retail theft, fencing and catalytic converter theft with program personnel of four sworn officers, SFPD District Station Captains, 10 crime analysts, and one program director.

Equipment/Technology

Equipment/technology will consist of equipment of spotting scopes, binoculars, camcorders, body armor, computers and related software licenses, radio earpieces, street cameras, command vehicles, box truck, transport and various types of vehicles.

Program Processes and Data Collection Activities

SFPD plans to utilize program personnel and equipment to plan and conduct blitz operations, foot patrols, investigations, surveillance, develop and deploy plans for saturation and bait operations, identify auto shops and fronts, and target individuals involved in fencing activities. During surveillance, officers will record observations, map and trace offender movements, and analyze social network communications.

Supervising officers for grant activities, such as blitz operations, will ensure that records of grant activities are generated at or close to the time of the grant activity, allowing for collection of some program related baseline information. Crime analysts will retrieve data from SFPD's Business Intelligence (BI) system as well as routinely and package the data from for subsequent tracking and evaluation.

Additionally, SFPD plans to sponsor public announcements and conferences for purposes of public safety, knowledge transfer, and information sharing. Routine engagement with retailers will occur to coordinate efforts and report on program impacts.

Data Privacy

SFPD's efforts to combat catalytic converter theft will feature the use of electronic license plate readers, referred to as Flock Automated License Plate Readers (ALPR) or Flock cameras. To date, SFPD has completed most of its planned installations. As required by the San Francisco Administrative Code, Section 19B, SFPD's Surveillance Technology Policy aims to ensure the responsible use of ALPR technology and associated data, and to protect the civil rights and liberties of City and County of San Francisco residents. The policy specifies that ALPR technology usage by SFPD is limited to locating stolen or wanted vehicles, investigating subjects of arrest warrants, locating victims, witnesses, missing children, adults, and elderly individuals (including in response to Amber Alerts and Silver Alerts), assisting criminal investigations initiated by local, state, and regional public safety departments, supporting counter-terrorism activities, and investigating major crimes for other law enforcement purposes as authorized by law. An ALPR alert alone does not provide personal identification, reveal racial or ethnic origin, or disclose other personal preferences. Confirmation through additional information about the vehicle is required before law enforcement response or contact is substantiated.

Privacy provisions in SFPD's technology surveillance policies prohibit members from accessing ALPR data for any purpose other than authorized uses. License plate scanning is restricted to vehicles visible in public view, and only data necessary to fulfill authorized purposes is collected. Incidentally collected personal information not required for the intended surveillance purpose, including identifying individuals or private information, must be removed from raw data.

To safeguard ALPR data, the Northern California Regional Intelligence Center (NCRIC) hosts data collected by SFPD equipment. Access to this repository is restricted to authorized SFPD members with accounts through the Back Office Server Software (BOSS) application. Access to ALPR data by SFPD's Information Technology Division and Special Investigations Division is strictly controlled. ALPR records are retained for 12 months from capture, and if connected to a criminal investigation or intelligence file, may be kept for up to five years.

Program Oversight

SFPD has assigned one program director to lead and oversee the operational aspects of the program, serving as the supervisor of the Burglary Detail and reporting to the Captain of Major Crimes. The program director will also lead the data analysis aspects in support of the program. This includes overseeing TAP International -- contracted by SFPD to conduct the program evaluation -- preparing and submitting monthly reports to TAP International, tracking grant activities, managing reporting and collaboration efforts, and reporting directly to the SFPD Assistant Chief of Operations.

Logic Model

Logic models provide the benefit of illustrating program design and management, enhancing utility for evaluation and performance measurement purposes. Explicitly stating the underlying assumptions about how a program is supposed to function increases the potential for evaluating the program's intended outcomes and impacts effectively. The logic model presented in Appendix A organizes SFPD's program information, detailing program resources, activities, outputs, intended outcomes, and longer-term impacts. Below, we provide a summary description of the logic model developed for SFPD, which is detailed in Appendix A, illustrating linkages between program resources, activities, outputs, and intended outcomes.

PROGRAM STRUCTURE	
Program resources (i.e. Inputs. ***What assets will be used to accomplish program goals?***	• $15,326,301 in Grant Revenue • Four Sworn investigators, 10 Civilian SFPD Staff, one grant funded program director • Protective gear, vehicles, ALPR FLOCK cameras, and radio communications • Computers and software • Forms, strategy deployment, data/crime analysis, and reporting • Datasets, mapping, performance measures • One Vertical ORT Program prosecutor funded by a parallel BSCC Organized Retail Theft Vertical Prosecution Grant, CHP investigators and resources, and local retailers

Program Implementation i.e. activities ***What activities need implementation to accomplish program goals as a direct result of program inputs?***	• Create and maintain a uniform data collection form and dashboard • Create Union Square Coordinated Command • Develop and implement operational plans for blitz, foot patrol, and investigative operations with partners • Fencing investigations and controlled sales/sting operations of stolen property moving in interstate commerce (w/CHP) • Conduct controlled organized retail theft buys or sales • Conduct saturation operations and bait catalytic converter theft operations • Develop operational plans for investigating fences of stolen items • Obtain and install technology and ALPR cameras • Assign District Attorney staff and prosecute crimes • Plan and implement retailer/public engagement • Plan and sponsor annual symposiums
Program Monitoring (i.e. outputs ***What data is used monitor service delivery attributed to program implementation?***	• Dashboard development • Number of ORT deployments • Number of Blitz operations (SFPD & joint w/CHP) • Number of arrests by district (organized retail theft/fencing/catalytic converter theft) • Number of arrests and merchandise recovery • Number of arrests and property recovery assisted by Flock/technology (organized retail theft/fencing/catalytic converter theft) • Number of and dollar value of items recovered and prevented (organized retail theft/fencing/catalytic converter theft) • Percent CHP investigations with SFPD participation led to arrests. (organized retail theft) • Number of Warrants or stay away orders issued • Number of arrests and interrupted theft operations from flock/technology. (organized retail theft/fencing/catalytic converter theft) • Number of cases prosecuted, and timeliness of case prosecution • Number of retailers affected by organized retail theft and customer engagements • Presentation of evidence-based strategies for organized retail theft and catalytic converter theft suppression
Performance Outcomes ***What benefits or other changes are expected as a result of the program?***	• Percentage reduction in theft incidents in target areas without increase in other areas (organized retail theft and catalytic converter theft) • Percentage reduction in repeat offenders. (organized retail theft and catalytic converter theft) • Percentage decline in the dollar value of losses by corporation and store • Percentage increase in crime prevented. (i.e. thieves that are stopped before escaping with stolen property) • Percentage increase in recovered stolen merchandise • Percentage decline in the number of incidents with firearms discharged • Percentage increase in convictions • Percentage increase in timeliness of case conviction and cleared cases • Reduction in the average number of incidents per organized retail theft victim (by corporation & store) • Return on investment in technology. (FLOCK, trackers) • Number of strategies for preventing organized retail theft and catalytic converter theft replicated in other jurisdictions

Longer term impact **What public welfare changes could occur?**	• Improved public safety • Sustained prevention of economic loss • Reduced recidivism for repeat offenders • Reduced burden on jail system • Sustained partnerships with local retailers and external law enforcement agencies • Sustained reduction of organized retail theft • Sustained reductions of criminal activity and fencing associated with organized retail theft • Eradication of catalytic converter theft • SFPD becomes a leader in the field of reducing organized retail theft and catalytic converter theft in Northern CA

The performance measures shown in the logic model were developed in collaboration with SFPD program management and TAP International. The State of California currently monitors some of the measures to facilitate consistency in reporting between SFPD and the State of California.

RESEARCH DESIGN

Developing a research design enables the systematic selection of the most appropriate approach for studying and evaluating a program. A research design typically includes five to seven components tailored to align evaluation questions with information needs. These components include: 1) establishing the key evaluation questions to be answered by the program evaluation, (2) the types of information needed to comprehensively answer the key questions, (3) the sources of the information to be collected, (4) how data will be collected, (5) how the data will be analyzed, (6) describing study limitations, and (7) assert likely findings about what the results of the evaluation may say.

Crafting key evaluation questions guide decisions on suitable methods for data collection and analysis. For the SFPD program evaluation, TAP international has developed a research design referred to as a design matrix, which organizes decisions on required information, sources, and methods for data collection and analysis for each key research question. The design matrix, depicted in Appendix B, serves as a blueprint for the subsequent evaluation of the program and associated activities outlined in the logic model.

Overview of the Evaluation Design Matrix

Researchable Questions

Three researchable questions drive the decisions about how to evaluate the success of the ORT Program. These questions are:

1. To what extent has SFPD made progress in accomplishing its program goals to reduce local organized retail theft, fencing, and catalytic converter theft?
2. If reductions in organized retail theft, fencing, or catalytic converter theft occurred, what factors, if any, prevented or contributed to these reductions?
3. What, if any, ORT Program inputs can likely benefit other SFPD crime deterrence operations?

These questions are designed to measure the SFPD's progress in achieving the goals and objectives of the ORT Program and to understand why progress has or has not been made. By evaluating the ORT Program, SFPD aims to identify crucial insights into program activities to guide future initiatives.

Evaluation Scope

The program evaluation period will span from Calendar Year 2022 through 2026. Calendar Years 2022 and 2023 will provide a baseline of crime levels prior to the ORT Program implementation, while Calendar Years 2024 through 2026 will demonstrate crime levels after the implementation of the ORT Program.

The evaluation will examine SFPD's business processes for planning, coordinating, and implementing the ORT Program. These processes encompass suppression strategies, deployment, data management, and program reporting for organized retail theft , fencing activities, and catalytic converter theft suppression.

Evaluation Methodology

To address the evaluation design questions for the ORT Program, TAP International will conduct a mixed-method evaluation, combining process and outcome evaluation methods. This approach offers several key benefits, including:

1. Providing a comprehensive understanding of the research problem by integrating qualitative and quantitative data.
2. Enhancing validity and reliability by cross-verifying and triangulating data, thus reducing inherent biases of single-method approaches.
3. Offering flexibility in research design, where one method identifies trends and patterns while another method explains underlying circumstances.

TAP International will gather information to answer each evaluation question, determine levels of progress made in reducing crime against targets set by SFPD, identify influential internal program factors, and determine other program impacts on crime reduction, including public and retailer perceptions.

Sources will include qualitative data from program management, support staff, and external partners. Qualitative methods will include semi-structured interviews, retailer surveys, case study research, and the Delphi method. The use of Delphi methods aids to identify successful program elements that could benefit other crime suppression efforts. The Delphi Method, a structured communication technique designed to systematically gather and distill the judgments and opinions of a panel of participants, allows for consensus building among SFPD stakeholders on effective strategies and practices.

Quantitative data will be collected from SFPD dashboards, program reports, and general ORT Program information. TAP International will analyze this data using descriptive statistics and trend analysis to assess progress at accomplishing program goals. Bivariate analysis will also be implemented to understand the type of influence that program inputs have on program outcomes.

The quantitative analysis will focus on nine key performance measures to assess SFPD's progress in achieving ORT Program goals, including reported incidents, economic losses, arrests, timeliness, case clearance rates, and conviction rates. These measures will provide evidence on program effectiveness and impact and are as follows:

1. Number of reported retail theft incidents without increases in crime in other areas;
2. Value of economic losses;
3. Value of losses prevented and recovered;
4. Number of reported catalytic converter theft incidents per 1,000 population without increases in crime in other areas;
5. Rate of catalytic converter theft prevention and recovery of stolen items;
6. Number of arrests and repeat offender arrests related to retail and vehicle accessory theft;
7. Change in timeliness;
8. Case clearance rate; and,
9. Conviction rates of theft cases.

Study limitations, such as data availability and reliability issues, will be addressed through careful planning and mitigation strategies. For example, while SFPD has some baseline information, other baseline information may not be available for all the nine performance measures described above. In the absence of selected baseline measures, TAP International will work with SFPD to compile comparative information. It is important to note that a proposition measure on the November 2024 ballot in California, which if passed by voters, will make retail theft offenses a felony with enhanced sentencing for stealing an excessive amount of property. Its potential passage can influence program results that will be monitored by TAP International.

Below, we describe other anticipated limitations and related mitigation strategies.

Potential Design Limitation	Mitigation Strategy
Inaccurate electronic data transfer of crime report information to performance dashboards.	Development and implementation of quality assurance guideline for SFPD Dashboard administrator use.
Retailers may provide estimated data on economic losses, making accurate analysis challenging.	Retailers will be asked to use property loss data reported for tax purposes.

Formal data collection may be needed for case clearance rate or case convictions specific to the ORT Program throughout the evaluation period.	In coordination with SFPD and the San Francisco District Attorney's Office, TAP International will develop strategies to compile the required information.
Retailers identified for structured interviews or surveys may close their business during the evaluation period.	The length of time the retailer has been operating will serve as a key criterion for study participation.
Use of raw performance measures on crime reductions will not be standardized.	TAP International will compute measures to weight the performance measures against population size (Rate of catalytic converter theft reduction per 1,000 vehicles).
Passage of pending proposition making retail theft a felony.	If the proposition passes in November 2024, TAP International will monitor program outcomes prior to and post proposition passage.

A crucial component of the research design is anticipating potential findings and conclusions upon completing the evaluation. Documenting expected findings allows early communication with key stakeholders regarding potential study results, ensuring alignment between each component of the research design. TAP International anticipates drawing conclusions on several key aspects. Firstly, evaluating SFPD's progress and success in achieving goals for reducing crime. Secondly, identifying successful program features that could be applied to other crime suppression programs within SFPD. Lastly, assessing the potential effectiveness of eradicating catalytic converter theft without causing crime increases in other city areas. Furthermore, the evaluation will determine if SFPD is on track to meet long-term goals established for the ORT Program, such as protecting public safety, increasing economic welfare of retailers, and becoming a leader in ORT crime suppression.

TAP International's design matrix avoids the risk of information overload and is designed to support recommendations for positive program changes if necessary.

HOW SFPD PLANS TO USE THE RESULTS OF THE EVALUATION

SFPD plans to use the results of the following to accomplish several planned initiatives:

- Implement internal efficiency improvements to the SFPD's business process.
- Improve transparency and foster public trust in SFPD by communicating an analysis of project processes and outcomes.

PROGRAM EVALUATION TIMELINE

Evaluation Plan Activity	**Planned Completion Date**
Schedule opening meeting with SFPD.	August 16, 2024
Prepare meeting agenda for the opening meeting.	August 16, 2024
Prepare data request.	August 1, 2024
Prepare list of needed program variables for SFPD data capture.	August 1, 2024
Assess data reliability. (a) Assess completeness of the data fields; (b) Identify gaps in the data, (c) Identify illogical sequencing of dates, (d) Anomalies of values, (e) Verify that system check controls were working; and (f) Obtain information on SFPD quality assurance activities for the evaluation period.	Throughout evaluation period.
Perform monthly monitoring.	Through December 2026
Coordinate additional data collection on selected variables.	August 2024 and January 2027
Research Question 1: To what extent has SFPD made progress in accomplishing its program goals to reduce local Organized Retail Theft, Fencing, and Catalytic Converter Theft?	
Determine baseline performance measures.	January 2025
Determine post-program implementation metrics.	December 2026

Assess program impact based on statistical analysis, interviews, and surveys to collect community input.	January 2027 to February 2027
Assess the type of impact the program has had on SFPD and the community.	February 1 to 28, 2027
Identify other tangible and intangible benefits derived by the program.	February 1 to 28, 2027
Research Question 2: If reductions in Organized Retail Theft, Fencing, or Catalytic Converter Theft occurred, what factors, if any, prevented or contributed to these reductions?	
Determine the extent that program inputs influenced/not influenced program success.	January to February 2027
Identify other stakeholder efforts that could have had impact on program success.	January 2027 to February 2027
Research Question 3: What, if any, Organized Retail Theft, Fencing, and Catalytic Converter Theft program inputs can likely benefit other SFPD crime deterrence operations?	
Identify other crime deterrent programs implemented by SFPD.	October 2024
Determine level of program inputs of the other SFPD crime suppression programs.	February 2027
Identify the differences key inputs between other SFPD programs and the ORT Program.	February 2027
Report Development	
Prepare a matrix of preliminary results.	March 15 -25, 2027
Discuss the program results with SFPD program management and staff.	March 26 -30, 2027
Conduct follow-up evaluation work, as necessary.	April 1 to 5, 2027
Prepare the draft Local Evaluation Plan Report.	April 1 to 30, 2027
Submit the draft LEP report for SFPD review.	May 1 to May 14, 2027
Update the draft LEP report.	May 15 to May 30, 2027
Prepare the final LEP report.	July 1, 2027
Submit the final LEP report to SFPD.	July 1, 2027

DATA MANAGEMENT

Program evaluations require accurate, reliable, and valid data to support evidence-based findings and conclusions. TAP International will provide technical assistance to SFPD and its partners responsible for supplying quantitative output or outcome data. This assistance includes monitoring data collection and reporting activities monthly to ensure all program partners understand controls and other processes for accurately collecting program information. If TAP International needs to compute outcome performance measures, evaluators will dedicate time to assessing the reliability of the underlying data. These activities involve analyzing data for duplicates, anomalies, outliers, missing information, and ensuring consistent formatting across any merged databases or data extracted from the SFPD performance portal.

Below are detailed quality assurance activities to be implemented:

- ✓ Regular monitoring of data collection and reporting processes to verify adherence to protocols and standards.
- ✓ Identification and rectification of duplicates, anomalies, outliers, and missing data to enhance data integrity.
- ✓ Ensuring uniform formatting across all datasets and integration points to facilitate accurate analysis.
- ✓ Implementing procedures to validate data accuracy and reliability throughout the evaluation period.
- ✓ Engaging with SFPD and partners to review and verify data collection methods and outcomes regularly.

These quality assurance activities are integral to maintaining the integrity and reliability of the evaluation process, enabling robust evidence-based assessments and informed decision-making.

Other Quality Assurance Activities

The purpose of quality assurance control (QAC) is to ensure the integrity, accuracy, and reliability of the data collected by SFPD and analyzed by support staff and TAP International during the study period for the ORT Program. This control framework will help maintain sufficient and high standards throughout the evaluation process, ensuring that the findings and recommendations are based on valid, verifiable, and reliable evidence.

SFPD support staff are to perform the following:

1. Use of Crime Reports for Standard Data Collection:
    - SFPD uses standardized forms for documenting crime reports to ensure consistency. Forms include all necessary fields to capture detailed information about the incident.
2. Training
    - SFPD provides regular new officer training on how to properly document crime reports, emphasizing the importance of accuracy and completeness.
3. Data Collection and Input Accuracy
    - Initial Review: Crime reports should undergo an initial review by the reporting officer's supervisor to check for completeness and accuracy. It is understood that SFPD presently performs this activity.
    - Incident Details: Ensure that all incident details documented in crime reports and scanned into SFPD database (date, time, location, type of crime, and involved parties) have been captured and populated into database through Quarterly Testing.
    - Data Transfer Integrity: Utilize automated data transfer systems with built-in error-checking mechanisms to minimize the risk of data transfer errors.
    - Manual Verification: Supplement automated checks with periodic manual verification. Selected data entries will be manually checked against original sources to ensure data reliability.
    - Automated Data Validation: Implement automated data validation checks within the database system to identify and correct errors during data entry (e.g., mandatory fields, format checks, and duplicate records).
    - Quarterly testing: Compare 15 randomly selected crime reports to the data captured in SFPD portals. If there is more than a five percent error rate, select another 15 randomly selected crime reports until the error rate is below five percent. If a low error rate cannot be accomplished, consider developing a separate database with a clean crime report data.
    - Evidence Collection: If possible, create a new field to record and total all collected evidence, including physical items, witness statements, and any available video footage. This information will be needed to explain the results of criminal case clearance and conviction rates.

TAP International will implement the following activities.

4. Data Analysis

    A. S*tandardized Data Reliability Assessment Methods:*
        - SFPD support staff and program evaluators will implement standardized methods to ensure data reliability. These methods will include specific steps for cleaning, processing, and analyzing the data.

    B. Data Cleaning Procedures:

        - Initial Assessment: Review the entire dataset to understand its structure, variables, and potential issues (e.g., missing data, outliers).
        - Handling Missing Data: Identify missing values in the dataset and decide on appropriate strategies to address the missing data based on the nature and amount of missing data.
        - Dealing with Outliers: Identify outliers that may skew the analysis or results. Decide whether to exclude outliers or apply statistical techniques to mitigate their impact.
        - Data Transformation: Transform variables if necessary (e.g., log transformation, normalization) to meet assumptions of statistical tests or to improve interpretability.
        - Standardization: Ensure consistency in data formats and units across variables to facilitate meaningful comparisons and analyses.

- Data Integrity Checks: Conduct integrity checks by checking corrected data, ensure the removal of duplicate records to ensure data accuracy and consistency throughout the cleaning process.

C. Data Analysis Procedures

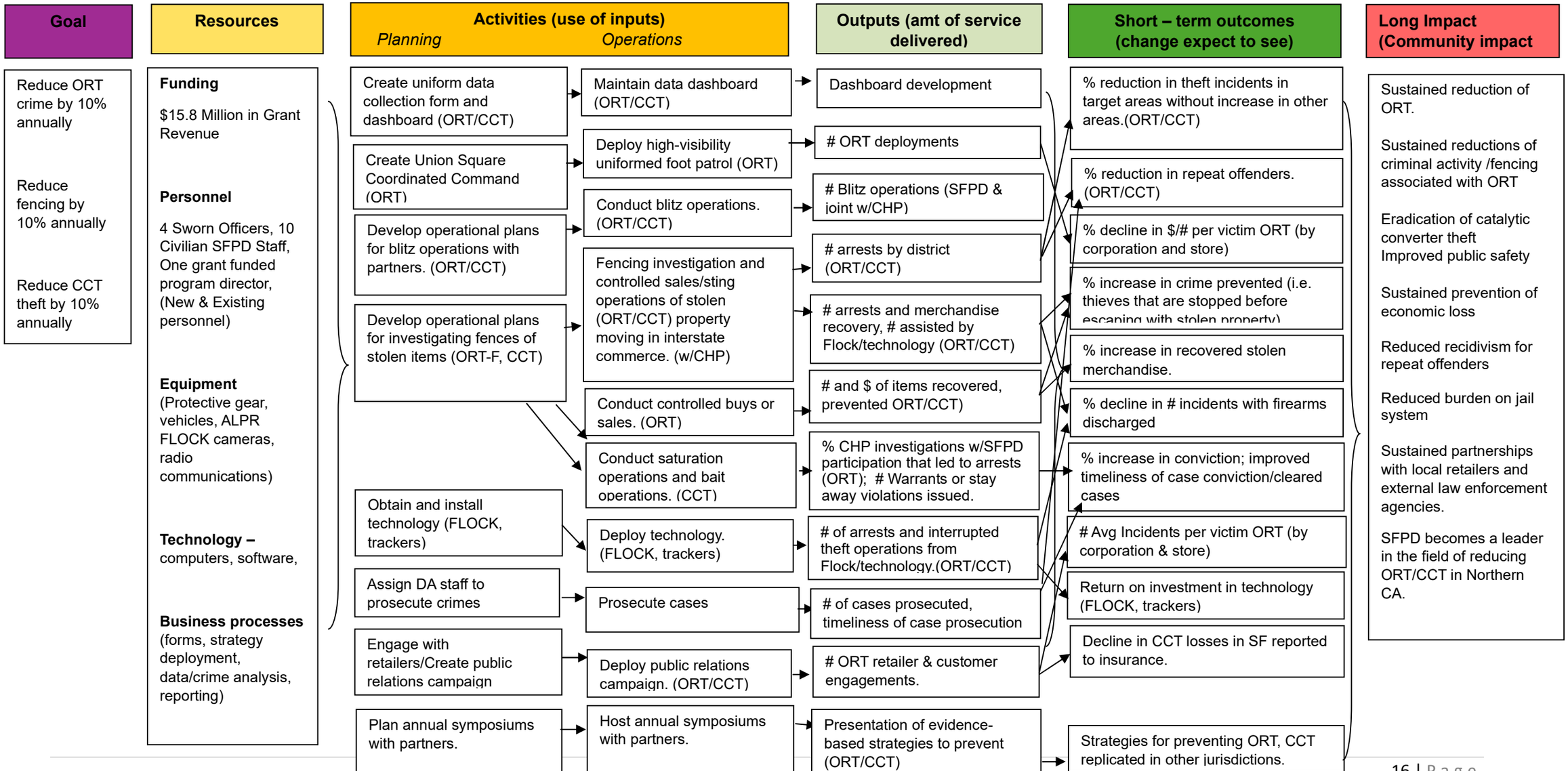
- Descriptive Statistics: Calculate basic descriptive statistics (e.g., mean, median, standard deviation) to summarize the characteristics of variables.
- Hypothesis Testing: Formulate hypotheses based on researchable questions and use appropriate statistical tests (e.g., bivariate analysis) to test them.
- Bivariate Analysis: Apply bivariate analysis techniques to identify relationships between goals and program inputs.
- Interpretation of Results: Interpret statistical outputs and results in the context of research questions and objectives.
- Documentation and Reporting: Document all steps taken during data analysis, including methodologies and interpretations, to ensure transparency and reproducibility of findings.

TAP International and SFPD Support Staff will coordinate the following:

5. Data Processing Procedures: (Cleaning data for analysis by structuring, aggregating, and organizing it appropriately.)
    - Data Structuring: Organize data into a format suitable for analysis (e.g., rows and columns in a spreadsheet or database). (SFPD support staff)
    - Variable Selection: Select relevant variables (columns) for analysis based on research questions and objectives. (SFPD and program evaluator staff)
    - Data Aggregation: Aggregate data if needed (e.g., summarizing data by time periods, geographical areas) to facilitate analysis. (SFPD support staff)
    - Creation of Derived Variables: Create new variables or derive metrics that may be required for specific analyses (e.g., calculating rates, indices). (SFPD support staff in coordination with program evaluator staff)
    - Send Database Extraction to TAP International (SFPD support staff)
    - Transform data:
        - Code categorical variables appropriately (e.g., numerical coding for categories) to facilitate statistical analysis.
        - Perform additional transformations if necessary, such as creating dummy variables or categorical groupings.

6. Reporting:
    - Report templates: Develop standardized templates for reporting performance measures related to organized retail theft and catalytic converter theft.
    - Review Process: Implement a multi-tiered review process for all reports. Initial drafts should be reviewed by the SFPD support staff followed by a review from the Project Director.

Appendix A: Logic Model: ORGANIZED RETAIL THEFT AND MOTOR VEHICLE ACCESSORY THEFT SUPPRESSION PROGRAM (ORT: organized retail theft, CCT: catalytic converter theft)



Assumptions: Cooperation of retailers and community groups; 911 system operates sufficiently.

External Factors: Nov. 2024 Ballot measure pending to make third retail theft offense a felony and enhanced sentencing for stealing an excessive amount of property; criminals change theft tactics or targets.

Appendix B: Design Matrix - Suppression of Organized Retail Theft and Catalytic Converter Theft in San Francisco	
Background: Briefly describe background information about the program	San Francisco, like many other jurisdictions in California, is grappling with significant levels of organized retail and catalytic converter thefts For example, catalytic converter theft surged by 55 percent, rising from 1,365 incidents in 2020 to 3,052 in 2022. Over the same three-year period, organized retail theft in the City increased by 29 percent, escalating from 2,636 incidents in 2020 to 3,718 in 2022, resulting in substantial financial losses. These crimes have undermined confidence among residents, visitors, and customers, further dampening economic activity throughout the city. Organized retail theft not only impacts commercial districts but also critical businesses in residential areas, exacerbating the fencing of stolen merchandise. This threatens access to essential services such as groceries and pharmacies, particularly for residents with limited mobility. To address these challenges, the San Francisco Police Department (SFPD) secured a $15,326,301 million grant from the California Board of State and Community Corrections. This funding is earmarked to implement a dedicated program aimed at suppressing organized retail theft and catalytic converter theft.
Value: Rationale for conducting the program evaluation.	The evaluation of this program will assess SFPD's progress in achieving the goals and objectives set forth in the organized retail theft, fencing, and catalytic converter theft prevention grant. By evaluating the program, the aim is to identify effective strategies to safeguard the City's economic welfare and promote efficient law enforcement practices.
Stakeholders: Who is affected by program outcomes?	This program evaluation measures SFPD's progress in accomplishing the goals and objectives for the organized retail theft, fencing, and catalytic converter theft prevention grant program. Evaluating the program will help identify effective strategies to protect the economic welfare of the City and to foster effective law enforcement strategies. Local Businesses and Associations: Both in the prime commercial district and residential areas, whose operations and economic stability are directly impacted by organized retail theft and catalytic converter theft. Residents and Visitors: Particularly those that that live in areas impacted by organized retail theft. Store Owners, Employees and Customers: Whose safety, financial position, and confidence are compromised by the prevalence of theft and related crimes. SFPD and Supporting Agencies: Responsible for implementing and supporting suppression strategies and ensuring public safety through partnerships with other agencies, including investigation and prosecution.
Timeframe	Pre-Program Implementation (Baseline): Calendar Years 2022 and 2023 Post Program Implementation: Calendar Years 2024, 2025, and 2026.

1.	2.	3.	4.	5.	6.
Researchable question 1: What are the key questions that elected officials or department officials want to know?	**Information Required"** What areas need to be addressed that will help answer the researchable question**?**	**Information Sources**: What sources of information will likely be used to obtain the information required?	**Data Collection and Analysis Methods**: How will the information be gathered and analyzed?	**Limitations:** What are the potential risks that would prevent the timely completion of the program evaluation? How will the risks be mitigated?	**What will the analysis allow you to say?**
To what extent has SFPD made progress in accomplishing its program goals to reduce local retail theft, fencing, and catalytic converter theft?	Crime levels prior to program implementation The targets established to reduce organized retail theft, fencing and catalytic converter theft over the term of the grant funded program. The progress in meeting established targets. The impact that the program has had on intended short- and long-term programs. (See logic model)	SFPD crime data SFPD program management Program information SFPD Dashboard data related to local retail theft and vehicle accessory theft related crime. Dashboard performance reports. Local residents who own vehicles Business Retailers SFPD sworn and nonsworn personnel	Comparative analysis of crime data pre and post program implementation on the following performance measures • Number of reported retail theft incidents, fencing activities, catalytic converter theft incidents, number of incidents reported in other areas • Value of economic losses in organized retail theft, fencing, catalytic converter theft target areas, and value of losses prevented and recovered • Number of arrests and repeat offender arrests related to organized retail theft, fencing, and catalytic converter theft incidents • Number of reported catalytic converter theft incidents per 1,000 population without increases in crime in other areas • Turnaround times for District Attorney processing of program related cases, # of cases, clearance rate, and conviction rates by type of case (catalytic converter theft, organized retail theft, fencing).	Inaccurate data transfer of crime report information to the SFPD Dashboard that will be mitigated by developing quality assurance guidelines for SFPD Dashboard administrator use. SFPD may not have baseline information on all of the performance measures. TAP International will work with SFPD to develop data for comparative purposes. A pending ballot measure may externally impact crime reduction versus internal program inputs. TAP International will monitor potential passage and subsequent program results. Retailers that provide estimated data on economic losses. Retailers	The magnitude of change in reducing local organized retail theft, fencing, catalytic converter theft and recidivism over a three-year period. Potential for catalytic converter theft eradication. Other SFPD benefits derived, and economic or other benefits experienced by retailers and other stakeholders due to the program to prevent retail and motor vehicle theft.

			Trend analysis showing changes in organized retail theft, fencing, and catalytic converter theft over time (pre and post program implementation). Quantitative analysis of progress made against expected targets established by SFPD for each type of crime. Survey of vehicles owners by zip code about catalytic converter theft trends and SFPD program efforts. Survey of key retailers about perceptions of the ORT Program and SFPD efforts Analysis of performance measures Interviews of SFPD sworn/nonsworn personnel, local business associations.	will be asked to use loss data reported for tax purposes. Potential for insufficient response rate, which will be addressed by utilizing limited data for case study purposes. Excludes implementation of community feedback sessions. Retailers identified for structure interviews may close their business during the evaluation period. For risk mitigation, the length of time the retailer has been operating will serve as a key criterion.	

Researchable question 2: What are the key questions that elected officials or department officials want to know	**Information Required:** What information needs to be collected to help answer the researchable question?	**Information Sources**: What sources of information will likely be used to obtain the information required?	**Data Collection and Analysis Methods:** How will the information be gathered and analyzed?	**Limitations**: What are the potential risks that would prevent the timely completion of the program evaluation? How will the risks be mitigated?	**What will the analysis allow you to say?**
If reductions in organized retail theft, fencing, or catalytic converter theft occurred, what factors, if any, prevented or contributed to these reductions?	Extent that selected program input/outputs influenced program success. Extent of program contributions by partnerships with retailers, other San Francisco agencies and the CHP.	SFPD program management and support staff. Budget information; Program information. Dashboard data; Dashboard Performance reports. Recidivism data. SFPD/District Attorney Office ORT Program performance data. Program information, program management and support staff, local retailers, retail associations, and partner law enforcement agencies.	For all factors, root cause analysis of structured interviews of SFPD program management and support staff and analysis of quantitative data to determine factors contributing or not contributing to program progress. Bivariate analysis between program inputs, and outputs against % decline in crime types, and % reduction of repeat offenders. Program inputs and outputs to analyze: a. Program funding levels by year b. # of high visibility uniformed foot patrols utilized by year c. # of blitz operations by year d. # of fencing investigations, controlled sales/sting operations by year e. # of arrests by district by year f. # of arrests by year g. # of thefts interrupted by year. h. # of thefts interrupted by FLOCK cameras by year i. # of controlled buys or sales by year j. # of saturation operations by year k. # of bait operations by year	Monthly report data must be sufficient to run analysis and results need to have variability to have valid results. Retailers identified for structured interviews may close their business during the evaluation period. The length of time the retailer has been operating will serve as a key criterion for study participation. .	The extent to which program inputs, resources, and activities can be attributed to goal progress. Challenges and limitations encountered that have or could slow goal attainment. The efforts and impact that other stakeholder involvement has had on the program.

		Program management staff, Board of Supervisors, and Mayor's Office.	l. # of FLOCK cameras deployed and operational by year and assisted in arrest or conviction m. # of cases prosecuted by year Interviews with SFPD program and support staff; and with officials from partnerships formed under the ORT Program to discuss program contributions that can or cannot be quantified. Quantitative data analysis on turnaround times from arrest to conviction that occurred pre and post program implementation of a dedicated attorney to the ORT Program.		

Researchable question 3: What are the key questions that elected officials or department officials want to know?	**Information Required:** What information needs to be collected to help answer the researchable question?	**Information Sources:** What sources of information will likely be used to obtain the information required?	**Data Collection and Analysis Methods:** How will the information be gathered and analyzed?	**Limitations:** What are the potential risks that would prevent the timely completion of the program evaluation? How will the risks be mitigated**?**	**What will the analysis allow you to say?** What are the potential evaluation findings?
What, if any, ORT, Fencing, and CCT program inputs likely benefit other SFPD crime deterrence operations?	Identify other crime deterrent programs implemented by SFPD. Determine Program inputs of the other SFPD programs identified Differences in program inputs between the ORT program that are correlated with ORT program success and other SFPD programs. Other jurisdictions which have adopted SFPD ORT strategies. Limitations or other challenges that could prevent the SFPD from implementing successful inputs and strategies in other programs.	SFPD budget documents and program information SFPD program management and support staff.	SFPD department and budget documentation analysis. Comparative analysis of program inputs between two other SFPD crime suppression programs against ORT program inputs that were identified as having a positive influence on program outcomes. Delphi Method to help reach consensus based on rounds of decision-making from SFPD management and support staff from various programs, and professional law enforcement representatives from other jurisdictions. The process will be stopped after a predefined stopping criterion (e.g., number of rounds, or until consensus of the majority is reached). Delphi Method and Semi-Structured Interviews.	At least 10 SFPD and non SFPD representatives must participate. Information will be prepared on the value of their engagement and anticipated outcomes to increase management participation.	Identification of program resources, assets, and inputs that can likely benefit other SFPD crime deterrence programs. Challenges and other limitations that need to be addressed to facilitate utilize notable ORT program features in other related programs. Whether SFPD has and can become a leader in ORT crime suppression.