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BSCC ORT Prevention Grant Project
Local Evaluation Plan

Project Period: October 1, 2023 - December 31, 2026

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EVALCORP
Measuring What Matters

Table of Contents

Project Background

Project Need

The City of San Ramon, situated in Contra Costa County within the San Francisco Bay Area, faces significant challenges stemming from organized retail theft (ORT). From January 2021 to July 2023, there were approximately 214 incidents related to ORT at numerous shopping centers, and major retailers including Target, Ulta Beauty, Sunglass Hut, and Home Depot in San Ramon. These incidents led to a total loss of over $1.5 million. The recent addition of a 350,000-square-foot retail center (City Center Bishop Ranch) in the downtown area - along with an ongoing construction project encompassing an additional 300,000 square feet of retail space has heightened the likelihood of increased incidents of ORT.

The negative impacts of ORT on the San Ramon community include substantial financial losses for retailers, safety concerns due to violent confrontations, diminished quality of life, increased crime rates, and increased workload for law enforcement officers. Furthermore, recent community surveys conducted by the city indicate that 65% of San Ramon residents attributed their perceived decline in safety to various forms of theft, including ORT and Motor Vehicle Theft (MVT).

The City of San Ramon is experiencing rapid growth, including a planned increase in retail space and new homes. This influx of new residents will significantly impact the city's population and create an additional workload for the San Ramon Police Department (SRPD). With the projected growth of retail spaces and the city's population, effective measures to combat ORT are urgently needed.

Project Overview

The SRPD ORT prevention program encompasses five essential components to combat ORT effectively. These components include:

1. Flock Automated License Plate Readers (ALPRs) and Avigilon Situational Cameras (Sitcams):

Currently, SRPD has 46 Flock ALPR cameras and 44 Avigilon Sitcams in operation, which are critical in combating ORT crime and suspect identification. ALPRs deter criminals, alert law enforcement to stolen or wanted vehicles, and provide valuable vehicle data upon entry into the city. Sitcams and ALPR technology provide real-time footage for intersection surveillance, identifying vehicles involved in crimes or incidents, and aiding investigations. Grant funds have been used to purchase, install, and strategically position an additional 10 Flock ALPR cameras and five Avigilon Sitcams in major retail centers to enhance surveillance in high-profile areas.

2. Unmanned Aerial Systems (UAS):

Grant funds have been used to acquire four additional remotely operated Unmanned Aerial Systems (UAS), often known as drones, to enhance operations, swiftly respond to ongoing theft incidents, and provide valuable information about the crime scene to responding officers. Remotely operated drones offer a practical and impactful approach to support law enforcement in various scenarios, including emergency responses, service calls, and criminal investigations. They provide aerial surveillance of areas or incidents to ground personnel, facilitating safe building inspections, capturing detailed

documentation of crime scenes and incidents, and aiding in the search for lost or missing individuals. The SRPD Drone Team comprises nine pilots licensed under Part 107 by the Federal Aviation Administration. These skilled pilots are primarily assigned to the Patrol Division and play a vital role in combatting ORTs.

3. Implementation of Drone as First Responder Program:

The Drone as First Responder (DRF) Initiative is an innovative program that utilizes advanced drones to respond to emergencies swiftly and effectively. A revolutionary software called Live911 allows teleoperators and field officers to listen to incoming 911 calls in real-time. The teleoperator's drone can often arrive on the scene far in advance and before the officers on the ground are alerted. In the case of ORTs, receiving real-time information without delay will be an important factor in apprehending the suspects on-site. The Drone as First Responder Initiative combined with Live911 will result in safer responses for the community, officers, and involved suspects.

4. Silent Sentry Vehicle Program:

SRPD has purchased three electric cars allowing for the conversion of three unmarked blue administrative vehicles into Silent Sentry vehicles, or fully marked decoy police cars, used to deter theft and criminal activity by creating the illusion of a law enforcement presence and activity monitoring in a specific area. The effectiveness of this tactic relies on the decoy vehicle's perceived authenticity to resemble a blue and white San Ramon Police patrol vehicle. The decoy vehicles will be strategically positioned in areas known for high levels of theft or criminal activity, and their high visibility effectively discourages potential criminals from targeting vehicles or properties in that location.

5. ORT Suppression Team:

Grant funds will support the ORT Suppression Team consisting of a sergeant, a corporal, two officers, and a crime data specialist. This team will collectively combat ORTs through an increased visual presence within retail centers, criminal investigations, evidence gathering, apprehensions, and case presentation for consideration of the filing of criminal charges. Additionally, SRPD's policy on Bias-Based Policing guides department members to perform duties fairly and objectively. With their combined skills and dedication, the ORT Suppression Team will work to disrupt criminal networks, recover stolen merchandise, and bring offenders to justice.

Target Area and/or Population

The project's target area primarily encompasses major retail centers within the City of San Ramon, including, but not limited to, City Center, Target, Ulta Beauty, Sunglass Hut, and Home Depot. These areas were selected based on their prominence, high foot traffic, and data indicating a higher incidence of ORT from 2021 to 2023. Additionally, the project aims to serve the entire San Ramon community, including residents, visitors, and businesses affected by ORT-related cases. Determining target areas involved analyzing data collected through SRPD's Computer-Aided Dispatch and Records Management Systems to identify hotspots and trends related to ORT. Furthermore, community input, surveys, and feedback were used to ensure the project effectively addresses the needs and concerns of residents and businesses.

Project Goals and Objectives

Three goals and nine objectives have been established for the program:

Goal 1: Reduce the occurrence of organized retail theft through prevention activities.

- ▪ **Objective 1a**. Establish an ORT Suppression Team focused on ORT-related activities.
- ▪ **Objective 1b**. Deploy Silent Sentry vehicles at retail centers to deter theft and criminal activity.
- ▪ **Objective 1c**. Deploy uniformed personnel at San Ramon retail centers.

Goal 2: Increase investigative/evidence-gathering capabilities to identify and apprehend subjects involved in organized retail theft.

- ▪ **Objective 2a.** Support successful case filings for organized retail theft-related incidents through an enhanced partnership with the Contra Costa County District Attorney's Office.
- ▪ **Objective 2b.** Implement automated license plate readers (ALPRs) and situational cameras (Sitcams) to deter crime and aid investigations.
- ▪ **Objective 2c**. Expand the city's Unmanned Aerial Systems (i.e., drones) and implement a Drone as First Responder (DRF) Program to assist in the apprehension of suspects.

Goal 3: Create a safe and secure environment for San Ramon residents, businesses, and visitors through education and awareness efforts.

- ▪ **Objective 3a.** Conduct meetings with local loss prevention professionals and/or retail partners.
- ▪ **Objective 3b.** Implement social media campaigns or news releases to educate and inform the community about ORT crime trends, proactive measures being taken, and San Ramon PD activities.
- ▪ **Objective 3c.** Attend regional meetings with law enforcement and retailers for networking and education.

Project Logic Model

Inputs

Funding
    BSCC ORT Prevention Grant Award

People
    Staffing:
        Law Enforcement Personnel: 1 Sergeant, 1 Corporal, 2 Officers, 1 Crime Data Specialist, 3 Part-time staff for DRF Program
        Partners: Local Sheriff's Department, District Attorney's Office, Local retail stores, California Highway Patrol ORC task force, EVALCORP

Tools
    Law Enforcement Technology: 10 Flock ALPR cameras, 5 Avigilon Situational Cameras, 4 DJI drones, a DJI Matrice 300 RTK and storage equipment for DRF program, conversation of 3 admin vehicles into silent sentry vehicles, 3 electric vehicles, 2 unmarked vehicles, office equipment.
    Community outreach tools for public education campaigns

Activities

Support Targeted Enforcement Operations: Increase police presence and patrols through ORT Suppression Team

Public Education Campaign: Use social media and news releases to increase public knowledge and awareness of retail theft

Enhance License Plate Reader Program: Expand the existing ALPR program to cover strategic locations

Establish Silent Sentry Program: Deploy decoy police cars to cover strategic locations

Expand unmanned aerial systems: Increase the existing fleet of drones to support retail theft investigations

Implement Drone as First Responder Program: Deploy advanced drones to support responses to retail theft incidents

Retailer and Law Enforcement meetings: Continue regular meetings with retailers, loss prevention professionals, and other law enforcement agencies about crime trends and theft prevention tactics

Outputs

Number of uniformed personnel deployed at retail centers

Number of social media posts or news releases completed as part of a targeted public education campaign

Number of new ALPR cameras installed

Number of times/hours Silent Sentry vehicles deployed in retail shopping areas

Number of times drones deployed

Number of ORT investigations involving ALPR data

Number of ORT investigations involving SitCam data

Number of ORT investigations involving drone data

Percentage of referred ORT cases that are filed by the District Attorney

Value of merchandise recovered during grant-funded operations

Number of meetings with loss prevention professionals and retail partners

Number of regional ORT meetings attended

Outcomes

Reduction in reported retail theft incidents in San Ramon

Improved investigative success and increased arrest rates for theft-related crimes

Increased organized retail theft case filings

Enhanced public awareness of retail theft

Enhanced knowledge and skills for officers in preventing and responding to retail theft

Impacts

Safer Community Environment: Reduction in organized retail theft contributes to overall community safety.

Strengthened Law Enforcement Capabilities: Enhanced investigative tools and training improve long-term crime prevention and response effectiveness.

Increased Public Confidence: Activities increase public's confidence in law enforcement's ability to protect the community and deter crime.

Evaluation Method and Design

The City of San Ramon has contracted with EVALCORP to conduct a comprehensive evaluation of the project, including both process and outcome components, described together in this section.

Evaluation Framework

Goals

The goals for the proposed evaluation are to (1) document the implementation of the project and the extent to which proposed activities were completed as intended; (2) measure the degree to which the goals or objectives were achieved; and (3) identify successes, implementation challenges, and lessons learned.

Approach

A mixed-methods evaluation approach consisting of qualitative and quantitative data collection activities will be implemented to assess the process and outcome measures established for the SRPD ORT prevention program.

The planned robust evaluation is designed to assess the impact of the work carried out as part of this grant using multiple data collection approaches and sources to inform the assessment. Specific strategies that will be used include:

- A baseline comparison methodology (pre-grant period vs. post-grant implementation) to determine the ORT prevention program's overall effectiveness on the outcomes established for the project.

- Ongoing assessment of identified process and outcome metrics (counts, increases, decreases) assessing cumulative change to (1) track ongoing project implementation and outcomes, and (2) allow for any necessary changes to strategies as the grant-funded initiative rolls out. This is key to a formative evaluation and involves compiling and reviewing ORT evaluation metrics consistently.

- Qualitative data including stakeholder interviews with key personnel participating in the ORT project, observations, and success stories will provide greater depth of information.

These quantitative and qualitative data will be used to inform the Local Evaluation Report (LER) and provide context, lessons learned, any unanticipated challenges, and how they were overcome.

Coordination and Oversight

The SRPD Project Director, Captain Jon Cranford, will oversee the day-to-day operations and provide strategic guidance for the project. Kristine Olsen, Administrative Coordinator, will oversee project implementation and coordination.

Project-related decisions will be made collaboratively by the SRPD team, with consultation from EVALCORP when appropriate. Any changes requiring BSCC approval will be forwarded to the appropriate party before implementation.

EVALCORP will work collaboratively with SRPD personnel to ensure the appropriate data collection methodologies, tools, and protocols are developed and implemented. The evaluation team will foster open communication with project personnel to ensure evaluation findings are communicated periodically and that high-quality, consistent data collection practices are employed. Meetings between the SRPD and EVALCORP will occur quarterly, or as needed, to ensure opportunities to address issues and discuss successes as they arise. Data collection concerns will be coordinated between the EVALCORP team and SRPD personnel.

Evaluation Tools

Primary (original data) and secondary (i.e., data collected for another use) data collection tools and standardized processes have been developed to collect information specific to grant activities.

Primary Data Collection Tools

- **The ORT Operations Tracking Log** will be used to track incidents, investigations, arrests, and case filings related to ORT.

- **The Outreach and Education Tracking Log** will be used to track ORT-related social media posts or news releases as well as ORT meetings with retailers.

- **Key Stakeholder Interviews** with primary project staff will be used to further assess implementation activities at the end of the grant period. These interviews will inform the extent to which the project was carried out as planned/intended and identify successes, challenges, and lessons learned.

Secondary Data Sources

- **Law Enforcement Data** – SRPD's Record Management System (RMS) and Computer Aided Dispatch (CAD) System will be used to assess calls, incidents, arrests, and referrals related to ORT.

- **Payroll Records** will be used to determine the number of FTE and PTE staff assigned to various grant activities (e.g., ORT Suppression Team operations).

- **Administrative Records** will be used to document the equipment purchased and tools implemented (e.g., license plate readers), partnerships established, and other metrics as needed.

The evaluation team will collaborate with project staff to ensure all requisite data are obtained, maintained, and reviewed for accuracy/validity on a consistent basis.

Data Analysis

Project data will be obtained and reviewed quarterly and annually to ensure accurate and consistent data entry (frequency depends on the specific metric). Data will be aggregated and validated before conducting all required quantitative and qualitative analyses.

Qualitative Analysis

Qualitative data analyses will include data collected via open-ended survey items and key stakeholder interviews. The analyses will involve coding, categorizing, and interpreting data to identify key themes. Information may be quantified as a part of this process. The overarching goal of these analyses is to gain a deeper understanding of the impact of the grant activities and perspectives on the extent to which the project is carried out as planned, including what challenges, if any, were experienced and the strategies used to overcome them.

Quantitative Analysis

Quantitative data will be analyzed using Excel, R, and/or SPSS analytic software. Descriptive statistics will be run to characterize incidents, arrests, agencies engaged, and other relevant indicators. Crosstabs and inferential analyses (e.g., chi-square, t-tests) will be implemented to support descriptive findings and ensure data are interpreted appropriately.

Reporting

The following is a list of anticipated reports that will be used to track grant progress:

- **Quarterly Progress Reports:** SRPD will develop the BSCC Quarterly Progress Reports with support from the EVALCORP team.

- **Final Local Evaluation Report:** EVALCORP will develop the Final Local Evaluation Report summarizing the 3-year grant activities and the extent to which the goals were achieved. The report will be submitted to the BSCC by June 1, 2027.

- **Annual Brief:** EVALCORP will develop a summary outlining progress toward the grant's goals and objectives at the end of each calendar year.

In addition to ongoing grant meetings, these periodic reporting events allow grant personnel a formal process by which to monitor progress toward objectives and adjust as needed.

Evaluation Metrics

A series of process and outcome metrics (described below) will be monitored for the evaluation of project activities.

Process Evaluation

The process evaluation will document and measure the degree to which grant activities were implemented as intended. The planned process metrics for the evaluation of project activities include:

- Number of formal partnerships established
- Number of operations related to ORT completed
- Number and type of equipment procured and deployed (e.g., license plate readers)
- Number of uniformed personnel deployed at retail centers
- Value of merchandise recovered during grant-funded operations
- Number of social media posts/news releases completed as part of a public education campaign

- Successes, challenges, and lessons learned

Outcome Evaluation

The outcome evaluation will assess the extent to which the project successfully met each of the goals identified (see page 5). Metrics include:

- Percentage of referred ORT cases that are filed by the District Attorney
- Number of ORT investigations involving ALPR
- Number of ORT investigations involving SitCam data
- Number of ORT investigations involving drone data
- Number of ORT incidents reported, including change over time
- Number of arrests related to ORT
- Number of times/hours Silent Sentry vehicles deployed in retail shopping areas
- Number of referrals to the District Attorney's office related to ORT
- Number of meetings held with retailers and loss prevention personnel

Data Collection Matrix

To ensure accurate, valid, and consistent evaluation metrics tracking throughout the grant term, an SRPD ORT Data Collection Matrix was developed (see Appendix A). The Data Collection Matrix was designed to ensure that evaluation planning, coordination, and implementation continue to meet the funding requirements and needs for information among the BSCC and SRPD. Metrics have been established for the planned project activities, as well as the data source, metric type (process vs. outcome), and how each ties to the overarching project goals.

Appendix A. Evaluation Data Matrix

Metric	Data Source	Frequency of Data Collection	Type	Related Goal(s)
Number of formal partnerships established	Administrative Records	Quarterly	Process	1, 2, 3
Number and type of equipment deployed	Administrative Records	Quarterly	Process	1, 2
Number of FTE and PTE staff assigned to ORT activities	Payroll Records	Quarterly	Process	1
Number of operations related to ORT completed	Administrative Records	Ongoing	Process	1
Number of ORT incidents reported	Administrative Records, ORT Operations Tracking Log	Ongoing	Outcome	1
Number of arrests related to ORT	Administrative Records	Ongoing	Outcome	1
Number of referrals to the DA's office related to ORT	Administrative Records	Ongoing	Outcome	1, 2
Number of times/hours Silent Sentry vehicles deployed in retail shopping areas	Silent Sentry Tracking Log	Ongoing	Outcome	1
Number of uniformed personnel deployed at retail centers	CAD	Ongoing	Process	1
Number of ORT investigations that included ALPR and Sit Cam use	ORT Operations Tracking Log	Ongoing	Outcome	2
Number of ORT investigations that included drone use	ORT Operations Tracking Log	Ongoing	Outcome	2
Value of merchandise recovered during grant-funded operations	ORT Operations Tracking Log	Ongoing	Process	1
Percentage of referred ORT cases that are filed by the DA	ORT Operations Tracking Log	Quarterly	Outcome	2
Number of regional ORT meetings attended	Outreach and Education Tracking Log	Ongoing	Process	3
Number of social media posts/news releases completed	Outreach and Education Tracking Log	Ongoing	Process	3
Number of meetings with local loss prevention professionals, retail partners	Outreach and Education Tracking Log	Ongoing	Process	3
Successes, challenges, and lessons learned	Key Stakeholder Interviews	Once – Year 3	Outcome	1, 2, 3