ORT Prevention Grant Program

Local Evaluation Plan

Establishment of Real Time Information Center

Submitted by:

Vacaville Police Department

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PROJECT BACKGROUND

In October 2023, the City of Vacaville was awarded Organized Retail Theft (ORT) Prevention grant funding from the Board of State and Community Corrections (BSCC) for the establishment of a Real Time Information Center (RTIC) at Vacaville Police Department (VVPD).

The city of Vacaville is located between San Francisco and Sacramento and is home to a thriving retail district with over 400 retail establishments. The Vacaville Premium Outlets, one of the largest outlet complexes in California, is conveniently located right off Interstate 80. The city of Vacaville is a prime target for organized retail theft and motor vehicle theft, given the geographic location of Vacaville, along Interstate 80. This location provides easy access for organized retail and motor vehicle theft criminals.

The city of Vacaville has experienced an increase of close to 20% in organized retail and motor vehicle theft crimes since 2021 resulting in substantial financial losses and safety concerns for Vacaville residents and businesses. Over the past five years over 900 vehicles were reported stolen in Vacaville.

The BSCC grant funding is being used to address the organized retail and motor vehicle theft issues in Vacaville by expanding upon current theft prevention efforts and establishing an RTIC at Vacaville Police Department. VVPD will be expanding upon the types of technology used at the Department to assist with investigating these crimes after they have occurred, for apprehension efforts for crimes in progress, and for the prevention of these crimes.

The establishment of an RTIC at VVPD will allow the Department to effectively use technology and intelligence to prevent organized retail and motor vehicle thefts in Vacaville. The RTIC will serve as the central hub for gathering and disseminating information to the Department. VVPD already uses several types of technology in an effort to prevent and respond to these crimes but will be adding new technologies and dedicated staff through this project. Cities throughout the nation have seen great successes in prevention, apprehension and prosecution following the establishment of an RTIC.

The goals and objectives for this project are as follows:

- **Goal: Establish a Real Time Information Center (RTIC) to combat organized retail crime and motor vehicle theft in the city of Vacaville.**

    - **Objectives:**
        - Following the establishment of the RTIC, RTIC staff will utilize technology to assist with expedited and safe responses to calls in the field related to stolen vehicles and retail theft crimes.

- Following establishment of the RTIC, RTIC staff will work collaboratively with the Investigative Services Division/Organized Retail Crime Team to utilize RTIC technology for preventive and intelligence purposes, and to investigate retail crimes and motor vehicle thefts.

- **Goal: Decrease response times to retail and motor vehicle theft crimes and increase the number of arrests for these crimes in the city of Vacaville by leveraging technology in the RTIC.**

  o **Objectives:**
     - RTIC staff will leverage technology provided by the grant project as well as existing technology to provide information and intelligence to officers that will lead to a decrease in the response time for calls related to the project.
     - RTIC staff will leverage technology in the RTIC to provide the intelligence needed for an increase in apprehensions related to motor vehicle and organized retail crime thefts.
     - RTIC staff will leverage technology in the RTIC as an investigative tool following crimes related to the project to collaborate with Organized Retail Crime (ORC) detectives, leading to an increase in apprehensions.
     - RTIC staff will leverage technology in the RTIC to provide real-time information to officers in the field, leading to an increase in stolen vehicle recoveries.

PROCESS EVALUATION METHOD AND DESIGN

For successful implementation of the grant project several resources are needed. Funding from both the BSCC ORT grant and Vacaville Police Department's General Fund will be major contributors to the success of the project. The construction costs for the RTIC are much higher than anticipated and funding will be needed from Vacaville's General Fund to supplement the cost and ensure successful implementation. Staffing is also critical for successful implementation of the project. A manager is needed and identified to oversee the project and the RTIC once operational; staffing of the RTIC with trained operators is needed once the RTIC is constructed and operational in order to ensure the planned grant activities can be carried out; an analyst is needed to provide the necessary data collection needed for monitoring the project and reporting; and officers assigned to an Organized Retail Crime team are needed to carry out the grant operations.

Process evaluation will be conducted by an internal police department team, the Real Time Information Center, using mixed methods, primarily relying on quantitative data gathered by staff at Vacaville Police Department before, during, and after project activity as well as qualitative data provided by the Police Service Manager overseeing the project. The project consultant, IXII Group Inc. will work with the Police Services Manager to ensure all data needed is collected for analysis.

The following resources and activities will be assessed throughout the life of the grant to ensure successful project implementation:

- The number of arrests related to Organized Retail Theft and Motor Vehicle Theft will be tracked over the life of the grant to determine if an increase in arrests occurs. This will be assessed quarterly by tracking the number of ORT and motor vehicle theft arrests via VVPD's case management system.
- Staffing of the RTIC will be tracked which will include the hiring of a full-time Community Service Officer to serve as an RTIC operator and Retired Annuitants to serve as part-time RTIC operators. This will be assessed via the Technology Manager who will provide the number of staff hired to work in the RTIC throughout the duration of the grant.
- The number of new cameras installed will be tracked. Each time equipment is installed it will be tracked in an internal database and can be confirmed via invoicing as well.
- The number of retail partnerships established and the associated activities with the retailers will be tracked. This will be tracked via an internal database. Activities associated with retail partnerships will be recorded by staff following each event.

- The number of mobile camera units purchased and deployed will be tracked. This will be tracked via an internal database following the purchase and deployment of the equipment.
- The number of events RTIC operators assist with will be tracked. This will be tracked quarterly via the Case Management System or another internal tracking system developed by the Police Services Manager.
- The number of overtime operations conducted to combat ORT and MVT. This will be tracked via an internal database each time an operation is held.
- The construction of the RTIC will be monitored and assessed continuously until completed. The Police Services Manager will be responsible for assessing and ensuring the construction of the RTIC is completed and operational.

The project will be overseen by the Vacaville Police Department's Police Services Manager. The Police Services Manager was recently hired to manage RTIC operations and personnel and will be responsible for making project-level decisions and will report to and consult with the Field Support Bureau Captain as needed to ensure project decisions made align with the goals and objectives related to the grant project. The Police Services Manager will also work closely with the Police Department's Budget Manager to ensure project expenditures fall within the defined grant project. The Police Services Manager and the Crime Analyst team assigned to the RTIC will track and provide all data needed for grant reporting and the Local Evaluation Report.

The Police Services Manager will be responsible for monitoring the project components, determining their effectiveness, and making adjustments as necessary. The Police Services Manager will work closely with the outside consultant, IXII Group Inc., that was hired outside of the grant project to assist with the development of the RTIC at VPD. IXII has extensive experience implementing a state of-the-art RTIC and operating the RTIC once established and will be able to guide the Police Services Manager and assist with adjustments to any barriers encountered throughout the process. The Police Services Manager and IXII consultant will develop a timeline which will provide a detailed guide for the establishment of the Real Time Information Center and the milestones (construction, equipment purchases, hiring of staff, etc.) that must be accomplished to ensure project success.

The Police Services Manager will be responsible for documenting the success and/or failures of this project. The manager will document challenges and barriers throughout the project and will be responsible for identifying ways to overcome any barriers with assistance from Vacaville Police Department staff, as needed. The manager will also be responsible for documenting project progress, the staff involved, and funding that was used. This information will be maintained by the manager and reported back to the BSCC throughout the project. In addition to tracking the statistics needed to determine if Organized Retail Theft and motor vehicle thefts are impacted by the project, the manager will also be responsible for tracking project activity to include the following:

- Number of new cameras installed
- Number of full-time staff hired to work in RTIC
- Number of part-time staff hired to work in RTIC
- Number of overtime hours worked in RTIC by sworn officers
- Number of mobile cameras purchased
- Number of retail partnerships established
- RTIC equipment, technology, and software purchased
- Number of drones purchased
- Number of hours of training and types of training completed for RTIC personnel and ORC team

The Investigative Services Division Commander will be responsible for tracking the activities and successes of the Organized Retail Crime Team that was developed. This will include the number of operations worked, the number of staff assigned to the team, the number of hours worked by the team, and the number of apprehensions made by the team.

Process Evaluation Matrix

Input/Resource/Activity/Output	Data Element(s)	Data Source(s)	Frequency of Data Collection
Increased ORT and MVT related arrests	# of arrests # of overtime operations conducted to combat ORT/MVT	Arrest records	Each arrest
Increased ORT and MVT calls for service	Call statistics: # and type of calls for service	CAD, phone system	Monthly
Improved response times	Response times from Response reports	CAD	Monthly
Increase in goods recovery	Report dispositions	RMS	Monthly
Improved Business Relationships	Increase in the # calls # of retail partnerships established # of retailer business activities	CAD, phone system	Quarterly
Installation of Flock cameras	# of installed cameras	Flock Invoice	As installed
Project staff- 4 FTE (3 FTE in RTIC and 2 employees at 50%)	Number of staff assigned to ORT # of staff hours works # of staff training hours	Employee records	Bi-weekly
Establishment of RTIC to combat ORT	RTIC equipment, technology, and software purchased # of events with RTIC assistance.	Tracked by project manager	As purchased

	# of hours of training and types of training completed for RTIC personnel and ORC team		

OUTCOME EVALUATION METHOD AND DESIGN

Several outcomes will be assessed upon project completion to determine project success or failure using the data collected throughout the project and observations provided by the Police Services Manager. A mixed methods outcome evaluation using qualitative and quantitative data will be used. The outcomes that will be assessed are as follows:

- **Outcome:** Improvement in response times to Organized Retail Thefts and Motor Vehicle Thefts.
    - o **Outcome Measurement:** Response times before and after the project.
    - o **Data Source:** Existing – Computer Automated Dispatch system, collected quarterly.
- **Outcome:** Increase in Organized Retail Theft cases filed.
    - o **Outcome Measurement:** Number of ORT cases filed before and after the project.
    - o **Data Source:** Existing – case management system, collected quarterly.
- **Outcome:** Increase in stolen vehicles recovered.
    - o **Outcome Measurement:** Number of stolen vehicles recovered before and after the project.
    - o **Data Source:** Existing – case management system, collected quarterly.
- **Outcome:** Increase apprehension rates for Organized Retail Theft cases.
    - o **Outcome Measurement:** Number of ORT suspects apprehended quarterly before and after the project.
    - o **Data Source:** Existing – case management system, collected quarterly.
- **Outcome:** Improved information sharing at Vacaville Police Department and with retail businesses.
    - o **Outcome Measurement:** Survey of staff at Vacaville Police Department – has information sharing improved since the establishment of the Real Time Information Center? Number of meetings held with retailers.
    - o **Data Source:** Survey created for project, end of project.
- **Outcome:** Improvement in investigations into Organized Retail Theft and Motor Vehicle Theft crimes.
    - o **Outcome Measurement:** Number of ORT and Motor Vehicle Theft active cases quarterly before, during and after the project.
    - o **Data Source:** Existing – case management system, collected quarterly.
- **Outcome:** Utilize Real Time Information Center operators to assist officers on scene.
    - o **Outcome Measurement:** Number of calls RTIC operators provided assistance once RTIC was up and running.

> > ○ **Data Source:** New – internal database created for project, collected monthly once RTIC is operational.

While it may be challenging to determine whether the project or other factors result in any changes in cases filed or ORT apprehensions, tracking project data and using a comparison method will help with making this determination. If data shows ORT cases filed increases, data will be compared prior to the ORC team being established and after it was established to determine if the team played a part in the increase. If stolen vehicles recovered increases, data will be analyzed to determine if new ALPR cameras played a part in the increase, if RTIC assisted with the calls locating the vehicles, or if existing technology led to the recovery. If response times decrease, data will be analyzed to track how many calls RTIC was attached to in an effort to determine if the decrease was due to RTIC personnel and technology or other influences outside of the project.

The data will be analyzed by the Police Services Manager overseeing the project and the Crime Analyst assigned to the Real Time Information Center to determine if the project outcomes are met. "Before" project data will be compared to "After" project data to determine if the project was successful in meeting the established goals.

The numerous outcomes measured above will allow staff to determine if the main goals were accomplished – 1. Was a Real Time Information Center established to combat organized crime and motor vehicle theft in the city of Vacaville? 2. Was there a decrease in response times to retail and motor vehicle theft crimes and an increase in the number of arrests for these crimes in the city of Vacaville due to leveraging technology in the RTIC?

Qualitative data will be used to determine if the first goal listed above was accomplished. The Police Services Manager will be able to answer whether the Real Time Information Center was established along with implementing all the resources needed for the RTIC to run efficiently and effectively. Was the construction of the RTIC completed? Was the equipment and furniture purchased for the RTIC? Was the technology and software purchased for the RTIC? Was the RTIC video wall installed? Were the drones purchased to push camera feeds into RTIC? Were the cameras throughout the city installed? Were the operators hired to staff the RTIC? Most, if not all, of these criteria must be met for successful establishment of an RTIC that will then provide the ability to better combat organized crime and motor vehicle theft in the city of Vacaville.

Data analyses will be compiled and reported to BSCC quarterly. Quarterly data collection will allow for internal project evaluation which provides the ability to adapt, modify, or sustain. Qualitative results provided by the Police Services Manager will be evaluated on

a continuous basis and will drive decision making throughout the project. Quantitative results will be analyzed using RIMS and Peregrine for analysis. Descriptive statistical methods will be used to analyze the data objectively. The results of the analysis will provide pertinent information related to project progress and will be used to drive methods throughout the project. Accurate coding of calls and case outcomes by Dispatch and Officers will be of extreme importance to evaluate project outcome. This will be conveyed Department wide to ensure accurate data is available for analysis.

Outcome Evaluation Matrix

Outcome	Definition	Data Source(s)	Frequency of Data Collection
Improved response time	Decrease in time LEA OS of ORT incident	Invest. software and CAD, data sharing with regional partners	Monthly
Increase in ORT reports from businesses	Increase in # of ORT incidents with business RP's	Invest. software and CAD, data sharing with regional partners	Monthly
Increase in returned product	Increase in returned property	Invest. software and CAD, data sharing software with regional partners	At case closure
Increase in ORT cases filed	Increase in the # of ORT cases filed	RMS, data sharing software with regional partners	At case closure
Improved business relationships	Increase in # of calls # of partnerships established	Invest. software, CAD, and phone system	Monthly

LOGIC MODEL

Inputs	Activities	Outputs	Outcomes	Impacts
• $4.43 million from Organized Retail Theft grant funding • Community Service Officer and Retired Annuitants to staff Real Time Information Center • Staff devoted to establishment of Real Time Information Center, data collection, monitoring, and reporting • Consulting services to assist with successful development of Real Time Information Center • Community partnerships with retail businesses • General Fund budget • Data collection and tracking via Computer Automated Dispatch system	• Hire Community Service Officer and Retired Annuitants to serve as RTIC operators and provide real-time information to assist with preventing and prosecuting ORT and motor vehicle theft. • Use current sworn officers to serve s RTIC operators on overtime assignments to assist with responding to ORT and motor vehicle thefts safely and efficiently. • Hire contractor to construct RTIC to proactively fight ORT and motor vehicle thefts • Establish and deploy Organized Retail Crime Team to combat retail theft. • Collaborate with and educate retail partners to combat retail theft more effectively. • Deploy/install surveillance/video equipment (Flock safety cameras, drones, police vehicles equipped with camera, Milestone live feed cameras, RTIC video wall) to deter ORT in Vacaville and lead to apprehensions and prosecution of ORT and motor vehicle thefts. • Install and implement software/database systems to aid in ORT prevention and education (video analytics software, data aggregation mapping platform, facial recognition platform, Live911 platform, web investigation platform, drone data management and flight analysis platform). • Train RTIC personnel and ORC Team to utilize RTIC technologies to effectively combat and investigate ORT and motor vehicle thefts.	• One full time Community Service Officer hired and assigned to RTIC as an operator. • 2 Retired Annuitants hired to work as part time operators in RTIC. • Software and technology purchased (video analytics software, data aggregation mapping platform, facial recognition platform, Live911 platform, web investigation platform, drone data management and flight analysis platform). • Construction of RTIC completed. • 52 new cameras installed. • 4-6 overtime operations worked by Organized Retail Crime team per year. • 50 retail partnerships established. • Daily events assisted with by RTIC operators once operational. • 2 mobile camera assets deployed to support ORC operations. • Increase in arrests related to ORT or motor vehicle theft over life of grant. • 840 hours of training provided related to grant project.	• Improvement in response times to ORT and motor vehicle thefts. • Increase in ORT cases filed. • Increase in stolen vehicles recovered. • Improved apprehensions and conviction rates for ORT cases. • Improved information sharing at Vacaville Police Department and with retail businesses. • Improvement in investigations into ORT and motor vehicle theft crimes.	• Improved quality of life in city of Vacaville. • Safer community throughout crime prevention efforts. • Improved economy - less economic loss for businesses.

Planned Work

Intended Result