

Title **Sacramento County Sheriff's Office** 07/07/2023
id. 41334637

by **Tiffany Pfau** in **Organized Retail Theft Prevention Grant Program**

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Original Submission 07/07/2023

The Organized Retail Theft (ORT) Prevention Grant Program Application is divided into five (5) sections as identified below: Background Information Contact Information Program Information Proposal Narrative and Budget Mandatory Attachments Each section has a series of questions requiring a response. Applicants will be prompted to provide written text, select options from a drop down menu, select options from a multiple choice menu, or upload attachments. Questions with a red asterisk require responses. Applicants will not be able to submit the application until all questions with a red asterisk have been completed. Applicants may reference the ORT Prevention Grant Program Proposal Instruction Packet for background information, key dates, rating factors, and other important information to aid in the completion of the ORT Prevention Grant Program Application. The ORT Prevention Grant Proposal Instruction Packet is available on the Board of State and Community Corrections (BSCC) website. NOTE: Applicants may start and stop their application but must select "Save Draft" at the bottom of the application before existing.

**SECTION I -
BACKGROUND
INFORMATION**

This section requests information about the applicant's name, location, mailing address, and tax identification number.

Name of Applicant
(i.e., Police
Department, Sheriff's
Department, or
Probation
Department)

Sacrament County Sheriff's Office

Multi-Agency Partnerships Information (if applicable)	Applicants may apply for funding as part of a multi-agency partnership (two [2] or more agencies). The agencies and jurisdictions comprising the collaborative application are not required to be contiguous. One (1) Lead Public Agency must be identified on behalf of the partnership.
Multi-Agency Partnerships	No: This is not a Multi-Agency Partnership Application
Lead Public Agency Information	All applicants are required to designate a Lead Public Agency (LPA) to serve as the coordinator for all grant activities. The LPA is a governmental agency with local authority within the applicant's city or county. The applicant may choose to fill the role of LPA itself or it may designate a department, agency, or office under its jurisdiction to serve as the LPA. The role of the LPA is to coordinate with other local government agency partners and non-governmental organizations to ensure successful implementation of the grant program. The LPA is responsible for data collection and management, invoices, meeting coordination (virtual and/or in-person), and will serve as the primary point of contact with the BSCC.
Lead Public Agency	Sacramento County Sheriffs Office
Applicant's Physical Address	4500 Orange Grove Ave Sacramento CA 95841 US
Applicant's Mailing Address (if different than the physical address)	n/a
Mailing Address for Payment	4500 Orange Grove Ave. Sacramento CA 95841 US
Tax Identification Number	94-6000529
SECTION II - CONTACT INFORMATION	This section requests contact information for the individuals identified as the Project Director, Financial Officer, Day-to-Day Project Contact, Day-to-Day Fiscal Contact, and the Authorized Signature.
Project Director	Tiffany Pfau
Project Director's Title with Agency/Department/Organization	Centralized Investigations Division, Property Crimes Unit Supervisor

Project Director's Physical Address **4500 Orange Grove Ave.
Sacramento
CA
95841
US**

Project Director's Email Address **tpfau@sacsheriff.com**

Project Director's Phone Number **+19168400834**

Financial Officer **Jennifer
Griffin**

Financial Officer's Title with Agency/Department/Organization **Chief of Departmental Administrative Services**

Financial Officer's Physical Address **4500 Orange Grove Ave.
Sacramento
CA
95841
US**

Financial Officer's Email Address **jgriffin@sacsheriff.com**

Financial Officer's Phone Number **+19168748777**

Day-To-Day Program Contact **Tiffany
Pfau**

Day-To-Day Program Contact's Title **Property Crime Unit Supervisor**

Day-To-Day Program Contact's Physical Address **4500 Orange Grove Ave.
Sacramento
CA
95841
US**

Day-To-Day Program Contact's Email Address **tpfau@sacsheriff.com**

Day-To-Day Program Contact's Phone Number **+19168400834**

Day-To-Day Fiscal Contact **Tyler
Baker**

Day-To-Day Fiscal Contact's Title	Senior Accountant
Day-To-Day Fiscal Contact's Physical Address	4500 Orange Grove Ave. Sacramento CA 95841 US
Day-To-Day Fiscal Contact's Email Address	tbaker@sacsheriff.com
Day-To-Day Fiscal Contact's Phone Number	+19168746862
Name of Authorized Officer	Jim Cooper
Authorized Officer's Title	Sheriff
Authorized Officer's Physical Address	4500 Orange Grove Ave. Sacramento CA 95841 US
Authorized Officer's Email Address	cooperj@sacsheriff.com
Authorized Officer's Phone Number	+19168747416
Authorized Officer Assurances	checked
SECTION III - PROGRAM INFORMATION	This section requests a Project Title, Proposal Summary description, Program Purpose Area(s) selection, and Scope Funding Category selection.
Project Title	Sacramento County Sheriff's Office Organized Retail Theft Prevent-Deter-Enforce-Respond

Proposal Summary **Sacramento County is plagued by retail theft and retailers report record amounts of lost inventory and dollars. The Sacramento County Sheriff’s Office Property Crimes Unit is aware of the problem and is determined to prevent organized retail theft (ORT). This project approach is two-prong to address the need to act and deter, enforce, prevent, and respond to ORT:
1-Public Awareness: (social media, community outreach) 2-Deterrence-enforcement-prevention-response. (surveillance)
Targets include a 20% increase in ORT arrests, training for 80 loss prevention managers, creating an ORT Task Force, and increasing awareness of ORT and ways to respond in Sacramento County.**

PROGRAM PURPOSE AREAS **Applicants must propose activities, strategies, or programs that address the Program Purpose Areas (PPAs) as defined on pages 5 - 8 in the ORT Prevention Grant Proposal Instruction Packet. A minimum of one (1) PPA must be selected; applicants are not required to address all three (3) PPAs. All proposed activities, strategies, or programs must have a link to the ORT Prevention Grant Program as described in the authorizing legislation and the ORT Prevention Grant Proposal Instruction Packet.**

Program Purpose Areas (PPAs): **PPA 1: Organized Retail Theft**

Funding Category Information **Applicants may apply for funding in a Medium Scope OR Large Scope Category. The maximum an applicant may apply for is up to \$6,125,000 in the Medium Scope category OR up to \$15,650,000 in the Large Scope category. Applicants may apply for any dollar amount up to and including the maximum grant amount identified in each category. Multi-agency partnerships (determined as Medium Scope OR Large Scope) may apply for up to the maximum grant award in that category, multiplied by the number of partnering eligible applicants. For Example: Four (4) eligible applicants in the Medium Scope category may submit one (1) application for up to \$24,500,000 o \$6,125,000 (Medium Scope Max) x 4 (# of Agencies) = \$24,500,000 Two (2) eligible applicants in the Large Scope category may submit one (1) application for up to \$31,300,000 o \$15,650,000 (Large Scope Max x 2 (# of Agencies) = \$31,300,000 Please reference pages 10-12 in the ORT Prevention Grant Proposal Instruction Packet for additional information.**

Funding Category **Large Scope (Up to \$15,650,000)**

SECTION IV - PROPOSAL NARRATIVE AND BUDGET **This section requests responses to the Rating Factors identified in the the ORT Prevention Grant Program Application Instruction Packet.**

The Proposal Narrative must address the Project Need, Project Description, Project Organizational Capacity and Coordination, and Project Evaluation and Monitoring Rating Factors as described in the ORT Prevention Grant Instruction Packet (refer to pages 20-24). A separate narrative response is required for each Rating Factor as described below: The Project Need narrative may not may not exceed 6,711 total characters (includes punctuation, numbers, spacing and any text). In Microsoft Word, this is approximately three (3) pages in Arial 12-point font with one-inch margins on all four (4) sides and at 1.5-line spacing. The Project Description narrative may not may not exceed 11,185 total characters (includes punctuation, numbers, spacing and any text). In Microsoft Word, this is approximately five (5) pages in Arial 12-point font with one-inch margins on all four (4) sides and at 1.5-line spacing. The Project Organizational Capacity and Coordination narrative may not may not exceed 4,474 total characters (includes punctuation, numbers, spacing and any text). In Microsoft Word, this is approximately two (2) pages in Arial 12-point font with one-inch margins on all four (4) sides and at 1.5-line spacing. The Project Evaluation and Monitoring narrative may not may not exceed 4,474 total characters (includes punctuation, numbers, spacing and any text). In Microsoft Word, this is approximately two (2) pages in Arial 12-point font with one-inch margins on all four (4) sides and at 1.5-line spacing. A character counter is automatically enabled that shows the number of characters used and the remaining number of characters before the limit for each response is met. If the character limit is exceeded, a red prompt will appear with the message "You have exceeded the character limit". Applicants will be prohibited from submitting the ORT Prevention Grant Program Application until they comply with the character limit requirements. NOTE: It is up to the applicant to determine how to use the total word limit in addressing each section, however as a guide, the percent of total point value for each section is provided in the ORT Prevention Grant Proposal Instruction Packet (refer to page 15).

Project Need

1.1 Sacramento County is plagued with incidences of retail theft, whether it takes place at large box stores or smaller retail businesses. Since 2018 Sacramento has ranked in the top 10 of all metropolitan areas in the country that have been impacted the most by organized retail theft (ORT). Organized and individual retail theft, categorized as property theft, is pervasive, yet law enforcement departments lack the manpower and time to give retail theft the attention it urgently needs. The Sacramento County Sheriff's Office Property Crimes Unit is well aware of the situation and recognizes the existence of organized retail theft (ORT); however, with current staffing levels and other crimes that are considered more serious, the problem continues to exist and is growing. The Sacramento County Sheriff's Office Property Crimes Unit previously provided training (Cite and Release) for loss prevention managers. The training emphasized the importance of reporting retail theft to the Sheriff's Office and provided a checklist accompanied by an explanation of what must be done to detain suspects. However,

due to a shortage of unit detectives who lead the training, the program was discontinued. Investigations into reported incidences have low priority. The outlook for addressing staffing and equipment needs is dismal, and the mindset that retail theft is considered 'just' property theft is challenging.

The numbers are proof of a compelling and urgent need to address organized retail theft. The Property Crimes Unit is well aware of what is happening in their jurisdiction, yet is helpless to fully address the problem. For example, at one Target location, the dollars lost due to theft over a 22-month period (2021-2022) was recorded at \$6.5 million! At one particular Lowe's location, the inventory loss for 2021 was \$302,608. At the same location, inventory loss for 2022 was \$674,310, reflecting an increase of over 222%!

The Sergeant leading the Unit has not set ORT aside due to lack of resources, but has monitored retail theft through communication with retail stores and reviews of reports submitted by retailers. A challenge that hinders progress in addressing retail theft is California's Prop 47 and 57 which increased the threshold for felony theft. Retail theft is now considered a misdemeanor when the value of the stolen property does not exceed \$950. Without the threat of custodial arrests, these laws have resulted in unintended consequences and have emboldened criminal activity.

ORT strategies are based on conspiring to steal and resell merchandise for profit. A harsh reality is that ORT becomes a major safety threat to retail workers and customers as thefts turn aggressive or violent. One particular increasing ORT tactic in Sacramento County is setting a fire inside box retailers to cause a distraction as a carefully orchestrated team walks out of the store with hundreds of dollars' worth of merchandise. Not only does this impact the safety of customers and workers, but this ORT strategy also results in the closure of the store for weeks. In these cases, committing multiple crimes, starting a fire, and endangering lives are no longer misdemeanors but felonies.

The Property Crimes Unit is aware of the needs and that they align with the intent of this program. The Unit has identified strategies necessary to address the needs and is only lacking the necessary resources to implement an ORT prevention program.

1.2 The Property Crimes Unit knows the numbers of retail thefts that actually take place versus the numbers reported are vastly different. Fighting ORT requires a commitment to collaborate among law enforcement agencies, loss prevention staff, and business owners or managers. Without this collaboration, it is an insurmountable challenge to reduce and eliminate ORT. If law enforcement receives only a minimum number of incident reports, yet in-store records show considerably more, then planning strategies and receiving the needed help are compromised.

A contributor to the need is a lack of personnel who focus on preventing and responding to ORT, including providing the training program. The Property Crimes Unit handles all thefts and burglaries in Sacramento County, and due to current staffing levels and a very high caseload, they are not able to properly address the ORT issue. Two full-time and two part-time detectives and a full-time records

officer is the minimum number of staff for the ORT program. Without additional resources, the gap created by a lack of staffing will not be addressed, and the Unit will continue to struggle to address ORT within Sacramento County. Dedicated equipment and software services are also essential to preventing and mitigating ORT. Equipment that is currently available is minimal or not available due to other uses. This Project will provide resources so a lack of or sharing equipment will no longer be a challenge.

1.3 The problem of theft is significant in Sacramento County. Anecdotal accounts provide qualitative proof of the presence of retail theft. Recently, two retail theft suspects with shopping carts full of merchandise were caught outside a local Target store. The Sheriff's Office was alerted that alleged shoplifters associated with other crimes were inside the store. A drone was deployed and monitored the suspects until they left the store with items they did not pay for. The value of the items totaled over several thousand dollars, and the suspects were charged with non-misdemeanor offenses. This incident shows the presence of and challenges faced due to ORT. Quantitative data also show evidence of the problem.

Bath & Body Works – 2 locations in Sacramento County – losses due to retail theft:

Fair Oaks Boulevard:

2022: Approximately \$135K

2021: Approximately \$89K

Manzanita Avenue

2022: Approximately \$68k

2021: Approximately \$57k

Lowes Zinfandel Drive inventory loss:

2021- \$302,608

2022- \$674,310

Lowes Market 884 inventory loss:

2021 recoveries – 518; 2021 known thefts – 611.

2022 recoveries – 499; 2022 known thefts – 567.

2023 so far (on pace to surpass last year): recoveries – 171. Known thefts – 233.

Elk Grove Lowes inventory loss:

2021 recoveries – 352; 2021 known thefts – 112.

2022 recoveries – 425; 2022 known thefts – 225.

Recoveries: merchandise was kept in store due to customer service, AP presence, etc.

Known thefts: merchandise not recovered; subjects exited the building with unpaid items.

Target Madison location has not yet had their inventory for 2022 as of the proposal due date. 2021 loss was \$3.2 million.

Target Olson Drive inventory loss:

2022 - \$1.5 million

2021 – \$2.6 million

The need is evident to actively and strategically tackle the growing problem of ORT.

Project Description

2.1 Proposed activities/services/interventions including how they will be delivered and the length and duration.

The Sacramento County Sheriff's Office has identified a two-prong approach to implementing the activities/services/interventions for the proposed Project:

1) Public Awareness: to include media, social media, community outreach, etc., to raise awareness and to inform the public concerning their part in preventing or mitigating retail theft – organized retail theft (ORT). Activities include loss prevention training, increased reporting from retail stores to law enforcement, and encouragement for employees and customers to report if suspicious of retail theft.

2) Deterrence & Enforcement: to include multiple strategies to show ORT participants increased surveillance, increased knowledge of suspicious behavior that will likely result in being apprehended and possibly arrested, and response to theft that holds the individual(s) accountable. An enforcement priority will be those ORT groups responsible for large dollar losses across multiple retailers and the illegal reseller marketplaces. The expectation is that the arrest and prosecution of these high-profile groups will serve as an effective deterrence to other criminal enterprises. Deterrence also includes strategic store placement logistics to decrease opportunities for theft and response to ORT as a means of preventing other would-be thieves from participating in ORT. The message is, if you are part of retail theft, chances are high that you will be caught.

Target area and/or population, which is the focus, including how and why selected

The target area includes all of Sacramento County. The initial emphasis will be on the locations that are losing millions of dollars annually in inventory due to ORT. Through the two-prong approach, the communities served by these stores will be targeted for increasing awareness through outreach efforts, so would-be thieves will know there is an intentional effort to deter ORT.

The retail loss prevention managers throughout the County are another target population. The Property Crimes Unit will reinstate the Cite and Release train-the-trainer program and enhance the training to better equip loss prevention staff to not only respond but also assist in outreach and deterrence efforts. The initial loss prevention managers will be those representing retail businesses that have experienced significant loss and have ongoing and pervasive ORT activities. Loss prevention managers will train loss prevention staff using the same information.

How activities/services/interventions will address the need/intent

The proposed Project is designed to align with the intent of the BSCC. The Sacramento County Sheriff's Office has selected PPA 1: Organized Retail Theft (ORT) as the program purpose area. Grant funds will support the Sacramento County Sheriff's Office Property Crimes Unit in efforts to prevent, deter, and respond to ORT. The activities/services/interventions address improved collaboration and coordination between law enforcement and retailers (training, increasing awareness, and reporting), extend collaboration and coordination to the District Attorney Offices to prosecute ORT (deterrence measures), enhance or develop agreements and commitments with retailers (awareness and response), increase staff numbers to form an organized Retail Theft Task Force (awareness,

outreach, and collaboration with retailers) and to combat ORT, focus on proactive approaches to minimize retail theft risks (increasing awareness and use of devices including cameras and drones), and use of technology to expand capabilities to combat ORT.

Plans to coordinate or collaborate with different entities:

The Project Director will be the Property Crimes Unit Supervisor which is the Sergeant. The Sergeant has maintained connections with other entities to stay informed and to gather information to define the best strategies to address the problem of ORT. The Unit has established relationships with other law enforcement jurisdictions, such as the Rancho Cordova Police Department, which has agreed to be a Project collaborator and participate in initiatives focused on ORT deterrence and response. The Rancho Cordova Police Department's Chief of Police has provided a letter acknowledging this partnership.

A letter related to collaboration and partnership contains a plea for Project support and is from the Corporate Loss Prevention Manager, Rob Garfat, at The Container Store. In his letter, Mr. Garfat provides even greater insight into the need for this Project and the urgency for action. If awarded, The Container Store is one among others such as Walmart and Target, that Project staff will seek for collaboration and activity coordination.

The Rancho Cordova Chief of Police and The Container Store Loss Prevention Manager will be asked to be part of the ORT Task Force to further collaborate with Project staff and ensure best practices are identified and implemented to address ORT.

2.2 Appendix B – A work plan has been completed that is in alignment with and appropriate for the proposed project to address the needs and intent of the program. The work plan is attached.

The Work Plan identifies top goals and objectives and how those will be achieved in terms of activities, responsible staff, process, and outcome measures, data sources, and start and end dates. Details are included in the Work Plan. Briefly:

The goal is to deter and prevent organized retail theft and provide tools for retailers to be proactive in addressing ORT. Project objectives include:

Objective A: By the end of the Project, the number of arrests for ORT or retail theft will increase by at least 20% based on a baseline number as of 10/1/2023.

Objective B: A strategic outreach and awareness initiative will be implemented to reach the general public, other law enforcement departments, and retailers in Sacramento County.

Objective C: By the end of the Project, at least 80 loss prevention managers will increase their knowledge and skills to identify, prevent, deter, or respond to ORT resulting in consistent ORT reporting among participating retailers.

2.3 According to author Read Hayes, Ph.D., CPP, in his article Effective, Evidence-Based Retail Crime Prevention, (Loss Prevention Magazine, March 7, 2018), crime and loss, and particularly life safety, are too important to be tackled without using focused retail crime

prevention tools supported by extensive and rigorous scientific evidence. One particular crime prevention tool that is recognized as evidence-based is a rational choice or a perspective or theory that spells out how criminals make semi-rational choices about what, where, and how to offend based on opportunities as well as perceived personal risks and rewards. Consideration of this practice of rational choice will shape the way Project activities that focus on deterrence, prevention, and response are implemented. It's not about what the project staff, retailers, or law enforcement actually think about the manner in which ORT participants will act, it is about understanding the concept of rational choice and the realization of how criminals make semi-rational choices.

Other evidence-based approaches for consideration include situational retail crime prevention, where prevention efforts are precisely focused on the situation at hand. Another is benefit-denial or systematic offender interviews in commercial places to get their perspectives to increase understanding about what interventions they see, how they work, and how their behavior might be affected, and when all three are combined, they are essential to deterrence. Situational awareness is an evidence-based practice that will support increasing awareness and deterrence. In the article referenced above, author Hayes acknowledges that loss prevention practitioners already deploy singular and combined techniques to make crime riskier or more difficult. Some of these techniques have been identified or will be considered for this Project; employee awareness campaigns, store detectives, reporting, alarms, physical barriers, locks, and other tactics impacting efforts for deterrence and prevention through an examination of situational awareness.

2.4 This Project includes the use of drones and parking lot camera systems to monitor and then track incidences of retail theft and ORT. These camera systems function in real time where activities are monitored in another location. If retail theft is suspected, Sheriff's Office response time can be significantly reduced. The Sacramento County Sheriff's Office has instituted a General Order for unmanned aerial systems that includes orders for privacy. As stated in the General Order, the policy suggests guidelines for the use, management, storage, and retrieval of media recorded by unmanned aerial systems and states: UAS Supervisors, operators, and observers will consider the protection of individual civil rights and the reasonable expectation of privacy as a key component of any decision made to deploy the UAS. Each UAS operator and observer will ensure that operations of the UAS are consistent with local, state, and federal law.

2.5 Existing Sacramento County Sheriff's Office General Orders address racial bias that is applicable to this ORT Project. The General Order for Detentions, Arrests, Search, Seizure, and Immigration Enforcement states in Section I: Racial or Identity Profiling: Penal Code § 13519.4(e) describes racial or identity profiling as "is the consideration of, or reliance on, to any degree, actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, or mental or physical disability in

deciding which persons to subject to a stop or in deciding upon the scope or substance of law enforcement activities following a stop, except that an officer may consider or rely on characteristics listed in a specific suspect description.”

The practice of racial and identity profiling is illegal and will not be tolerated by the Sheriff’s Office. It is the responsibility of every member of the Sheriff’s Office to prevent, report, and respond appropriately to dispel discriminatory or biased practices.

Every member of the Sheriff’s Office engaging in nonconsensual detention shall articulate sufficient reasonable suspicion to justify the detention, independent of the individual’s membership in a protected class. 1) To the extent that written documentation would otherwise be completed (e.g., arrest report, F.I. card, etc.), the involved deputy shall include those facts giving rise to the deputy’s reasonable suspicion or probable cause for the contact. 2) Nothing in this policy shall require any deputy to prepare documentation of a contact that would not otherwise involve such reporting. 3) While the practice of racial and identity profiling is strictly prohibited, it is recognized that race or ethnicity may be legitimately considered by a deputy in combination with other legitimate factors to establish reasonable suspicion or probable cause (e.g., suspect description is limited to a specific race or group).

Project
Organizational
Capacity and
Coordination

3.1 Staffing and availability to operate the project

Staffing will consist of one Sheriff’s Records Officer, two full-time detectives, and two part-time detectives. Project staff will be led by the Property Crime Unit Sergeant. Project staff will form an ORT Task Force to enhance efforts for a coordinated approach to ORT by public awareness/outreach and prevention by enforcement and deterrence. Project staff may be internal or new hires, and all staff must pass rigorous background checks.

Staff qualifications include knowledge and awareness of ORT, Cite and Release training, and evidence-based practices for addressing ORT. The detectives will lead training for loss prevention managers and must have an understanding of the reporting process to encourage retailers. The detectives will contribute to the development and delivery of outreach initiatives.

The Records Officer will be responsible for collecting, analyzing, and presenting data reports to the Task Force and the Unit’s chain of command; assist with outreach; track progress toward achieving the Objectives; assist with investigative analysis to identify suspects; and process evidence.

Existing staff interested in filling a Project position must meet the requirements for a detective or records officer. Any new hires will also be held to the same standards of qualifications and experience as internal staff.

Sgt. Tiffany Pfau is currently responsible for leading the Unit within the Central Investigations Division. Sgt. Pfau reports to the Lieutenant of the Division, who, in turn, reports to the Division Captain. Everyone in this chain of command has been directly involved in identifying the Project’s two-prong approach and will continue to support Project initiatives.

The Property Crime Unit Supervisor/Sergeant will be responsible for

management and oversight. From the Sergeant, the chain of command continues to the Division Lieutenant and then to the Division Captain. The Lieutenant and Captain will assist with completing the necessary processes and procedures to conduct Project activities.

3.2 Section 1.1 discusses Project partners and their roles and interests in ORT. Rancho Cordova Police Department has a history of collaboration with the Sheriff's Office. In addition, The Container Store has expressed support and urgency related to the Project needs. Briefly, partner agencies and coordination items include: Alignment of partner involvement/role(s) – Existing partners are willing to participate in efforts to deter, prevent, and respond to ORT. Credentials, involved personnel, experience and capability, and value – The Rancho Cordova Police Department personnel will provide assistance for operations that focus on retailers within their jurisdiction. Likewise, The Container Store will ensure participation in loss prevention training and implement strategies to deter and report ORT. Partners identified during implementation will bring areas of expertise and perspectives that will enhance ORT prevention. Plan to coordinate with partners – Project partners will be encouraged to participate on the ORT Task Force and provide input as requested. Coordination will also be practiced for reporting ORT incidences.

Partner letters are attached

3.3 The execution of any contracts or MOUs with partner agencies will be completed within the first three months of the Project. Partners will be part of the ORT Task Force for input on Project activities. Any future partners will also be part of the Task Force. With the experience of the Unit's Sergeant and Division leaders, the readiness to proceed will take no longer than three months.

3.4 For this Project in particular, management, oversight, and decision-making will fall under the Centralized Investigations Division, specifically the Property Crimes Unit. Project structure and decision-making will follow current practices and processes of the Department, Division, and Unit. Ensuring this alignment will guarantee that activities take place on time and within the budget.

3.5 The impact and significant results from the two-prong approach of outreach and deterrence for ORT will provide justification for Department leaders to consider including costs to sustain the program in the general operating budget. Research for other funding opportunities will take place throughout the Project to supplement activities post-project. ORT must be addressed, and outreach to raise awareness and deterrence measures must continue.

comprehensive program evaluation experience will be identified during the planning phase. The evaluator will review quarterly status reports, meet with the Project Task Force for progress reviews, and review all other reports created by the Records Officer. Activities initially identified for each Project phase will be monitored primarily by the Project Director and the Records Officer. If any results are not addressing issues or Project intent, changes will be made in real-time to prevent future obstacles that could compromise Project success.

4.2 Process measures include Number of loss prevention managers completing training; Number of reports submitted to the Sheriff's Office by retailers; Number of Task Force meetings and attendees; Number of retailers participating in Project initiatives; Number of outreach activities and types (social media and other outreach venues); and Number of incidents identified through Project technology. Outcome measures include: Increased awareness in the public sector of ORT; Increased responses to incidents and reduced response time; and Increased knowledge of ORT and strategies to deter, prevent, and respond. One critical long-term outcome measure will be a decrease in retailer inventory loss.

4.3 The plan for monitoring activities has two components. The first is oversight and review by the chain of command in the Centralized Investigations Division and begins with the Records Officer monitoring and collecting data to ensure the objectives are being addressed. The Property Crimes Unit Sergeant/Project Director will review data and relevant information pertaining to Project status at least twice per month. Monthly reviews will take place with the Division Lieutenant, who, in turn, will submit a status summary to the Division Captain. The second monitoring approach is reviews by the ORT Task Force comprised of Project staff and representation from Project partners. The Records Officer will prepare presentations to review during bi-monthly meetings. The Sergeant will guide open discussions with the Task Force regarding activities, progress, and results. The frequency of the internal reporting and Task Force meetings are crucial, so reviews are conducted throughout the Project period to identify any activities or strategies where results indicate a change is necessary. When and if this happens, the Task Force and the chain of command will provide recommendations to quickly correct the activity. This approach and the use of data will allow decisions to be made using reliable data so the Project successfully addresses the Project goal.

4.4 A Records Officer will be one of five additional staff who focus their time on carrying out Project initiatives. The Records Officer will be responsible for identifying data relevant to Project activities, decision-making, and outcomes. As plans are completed and activities take place, the Records Officer will have identified baseline numbers, items, or activities to monitor and collect data to provide quantifiable results. Data will also be collected and used to determine outcomes, such as a questionnaire will be developed by the Records Officer and used for pre-and post-training participant results. The responses are then quantified to show increased knowledge and

awareness. All Project staff will ensure that each activity will have one or more indicators used for data collection to determine impact and results.

4.5 it is a priority that evaluation be an ongoing activity and not wait until the end of the Project where failure is discovered too late to correct. The methodology for Project assessment will be accomplished in four stages: planning activities and initiatives; doing or implementing those activities; checking or studying the (data) results of the activity; and adjusting strategies if the results are not as anticipated in the planning stage. This methodology provides a simple approach to ongoing review so obstacles and challenges can be overcome in real-time. Project staff, Division leaders, and the ORT Task Force will participate in the ongoing reviews and determine what changes or adjustments are necessary so the Project outcomes are achieved.

Budget Instructions

Applicants are required to submit a Proposal Budget and Budget Narrative (Budget Attachment). Upon submission the Budget Attachment will become Section 5: Budget (Budget Tables & Narrative) making up part of the official proposal. The Budget Attachment must be filled out completely and accurately. Applicants are solely responsible for the accuracy and completeness of the information entered in the Proposal Budget and Budget Narrative. The Proposal Budget must cover the entire grant period. For additional guidance related to grant budgets, refer to the BSCC Grant Administration Guide. The Budget Attachment is provided as a stand-alone document on the BSCC website.

Budget Attachment

[ORT-Grant-Program-Budget-Attachment-Sacramento-County-Sheriffs.xlsx](#)

SECTION V -
ATTACHMENTS

This section lists the attachments that are required at the time of submission, unless otherwise noted. Project Work Plan (Appendix B) - Mandatory Grantee Assurance for Non-Governmental Organizations (Appendix D) - Mandatory Local Impact Letter(s) (Appendix E) - Mandatory Letter(s) of Commitment (Appendix F) - If Applicable Policies Limiting Racial Bias - Refer to page 9 of the Proposal Instruction Packet - Mandatory Policies on Surveillance Technology - Refer to page 9 of the Proposal Instruction Packet - If Applicable Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft, and Embezzlement (Appendix G) - Mandatory Governing Board Resolution (Appendix H) - Optional

Project Work Plan (Appendix B)

[Project-Work-Plan-ORT-Sacramento-County-Sheriffs_Office.pdf](#)

Grantee Assurance for Non-Governmental Organizations (Appendix D)

[NGO_Assurances.pdf](#)

Local Impact Letter(s) (Appendix E)

[Impact_Letter.pdf](#)

Letter(s) of Commitment, (Appendix F)

[L_Rancho-Cordova-PD.pdf](#)

[L_Container-Store.pdf](#)

Policies Limiting Racial Bias

[General_Orders_-_Racial_Profiling.docx](#)

Policies on Surveillance Technology

[26-10_GenOrders_Unmanned_Aerial_System_Final_1.docx](#)

Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft, and Embezzlement (Appendix G)

[Certification_of_Compliance_-_SACSheriff.pdf](#)

OPTIONAL: Governing Board Resolution (Appendix H)

[Resolution-optional-if_awarded.pdf](#)

OPTIONAL:
Bibliography

Read Hayes, Ph.D. CPP. Loss Prevention Magazine, Effective, Evidence-Based Retail Crime Prevention. march 7, 2018.
<https://losspreventionmedia.com/you-can-steal-it-but-you-cant-use-it-effective-retail-crime-prevention/>

Black, Chris; Simpson, Link; Szanger, Andy. CDW, White Paper: Stopping Loss and Deterring Crime with Retail IT. March 27, 2023.
<https://www.cdw.com/content/cdw/en/articles/security/stopping-loss-and-deterring-crime-with-retail-it.html>

CONFIDENTIALITY
NOTICE:

All documents submitted as a part of the Organized Retail Theft Prevention Grant Program proposal are public documents and may be subject to a request pursuant to the California Public Records Act. The BSCC cannot ensure the confidentiality of any information submitted in or with this proposal. (Gov. Code, § 6250 et seq.)

Appendix B: Project Work Plan

Applicants must complete a Project Work Plan. This Project Work Plan identifies measurable goals and objectives, process and outcome measures, activities and services, responsible parties for those activities and services, data sources and estimated timelines. Completed plans should (1) identify the project's top goals and objectives; (2) identify how the goal(s) will be achieved in terms of the activities, responsible staff/partners, and start and end dates, process and outcome measures; and (3) provide goals and objectives with a clear relationship to the need and intent of the grant. As this grant term is for three (3) years, the Project Work Plan must attempt to identify activities/services and estimate timelines for the entire grant term. A minimum of one goal and corresponding objectives, process measures, etc. must be identified.

Applicants must use the Project Work Plan provided below. You will be prompted to upload this document to the BSCC-Submittable Application.

(1) Goal:	> To raise awareness of organized retail theft and implement strategies to create awareness, deter, enforce, prevent, and respond to ORT.		
Objectives (A., B., etc.)	> Objective A: By the end of the Project, the number of arrests for ORT or retail theft will increase by at least 20% based on a baseline number of arrests for previous 12 month period as of 10/1/2023.		
Process Measures and Outcome Measures:	> Process: Number of arrests, number of retailers' reports connected to arrests, types of arrests (ORT or retail theft, etc.) Outcomes: Increased awareness of police presence responding to ORT incidences (deterrence and enforcement)		
Project activities that support the identified goal and objectives:	Responsible staff/partners	Timeline	
		Start Date	End Date
> Identify baseline measure of arrests in previous 12 months (10/1/2022-09/30/2023) by categories of retail theft incidences (planning), track arrests, deploy surveillance equipment (drones, trackers, camera systems), secure investigative and forensic software, track ORT reports, complete grant reports at least quarterly and annually (implementation), assist evaluator	> Project Director, Detectives, Records Officer	> Planning 10/1/2023 Implementation 1/1/2024 Evaluation 1/1/2027	> 12/31/2023 12/31/2026 6/1/2027
List data and sources to be used to measure outcomes:	>Sources include crime reports with arrests recorded monthly, incidence reports, locations of arrests.		

(2) Goal:	> To raise awareness of organized retail theft and implement strategies to create awareness, deter, enforce, prevent, and respond to ORT.		
Objectives (A., B., etc.)	> Objective B: A strategic outreach and awareness initiative will be implemented to reach the general public, other law enforcement departments, and retailers in Sacramento County.		
Process Measures and Outcome Measures:	> Process Measures: Number of outreach statements or posts in social media, number of radio spots per year, number of billboards about ORT, and number of public venues with Project information shared. Outcome Measures: Increased awareness and knowledge by community/public as measured by results of focus group sessions, community surveys, and retailer loss prevention staff.		
Project activities that support the identified goal and objectives:	Responsible staff/partners	Timeline	
		Start Date	End Date
>Activities include create schedule and specific outreach messages (planning), social media postings (monthly), public service announcements (10/year), YouTube educational and informative videos (quarterly), email blasts (monthly), billboards to increase awareness (20/year), and other topic specific information-sharing, conduct focus groups, participate in community event venues (1/year) (implementation), and maintain records of all outreach activities including specific content, results of community responses (evaluation).	> Detectives, Project Director, Records Officer Partners as applicable to activity	> Planning 10/01/2023 Implementation 1/1/2024 Evaluation 1/1/2027	> 12/31/2023 12/31/2026 6/1/2027
List data and sources to be used to measure outcomes: > Achievement for this objective will be realized through community surveys and focus groups led by Project staff, actions taken and documented by consumers and retail store employees to prevent or deter ORT as reported by loss prevention staff.			

(3) Goal:	> To raise awareness of organized retail theft and implement strategies to create awareness, deter, enforce, prevent, and respond to ORT.		
Objectives (A., B., etc.)	> Objective C: By the end of the Project, at least 80 loss prevention managers will increase their knowledge and skills to identify, prevent, deter, or respond to ORT resulting in consistent ORT reporting among participating retailers.		
Process Measures and Outcome Measures:	> Process Measures: Number of loss prevention managers complete training, Number of loss prevention employees trained by their respective managers, Number and frequency of Task Force meetings where training results are reviewed. Outcome Measures: Increase knowledge and awareness of ORT, increase knowledge and awareness of reporting mechanisms, evaluative reviews by the Task Force to determine progress, numbers of retail theft incidences diverted through employee action.		
Project activities that support the identified goal and objectives:	Responsible staff/partners	Timeline	
> Update Cite and Response training materials – enhancements to expand content, develop questionnaire, schedule trainings (planning), Retail loss prevention managers attend and complete train-the-trainer for Cite and Release guidelines and ORT reporting, Conduct pre- and post-training questionnaires, share results (in aggregate) with ORT Task Force for review and modify training and questionnaire as necessary (implementation), maintain records of Project activities and results for final review/reporting (evaluation).	> Project Director, Detectives, Records Official As applicable to their roles: Sheriff's Office evaluator and ORT Task Force	Start Date	End Date
		> Planning 10/01/2023	> 12/31/2023
		Implementation 1/1/2024	12/31/2026
		Evaluation 1/1/2027	6/1/2027
List data and sources to be used to measure outcomes: > Pre-and post-training questionnaire where responses are quantified and reveal increased knowledge and awareness of ORT, Numbers of ORT tips received from retail customers, Numbers of retail theft suspects apprehended.			

Organized Retail Theft Prevention Grant Program - Project Budget and Budget Narrative

Name of Applicant: Sacramento County Sheriff's Office
(i.e., County Sheriff's Office, County Probation Department, or City Police Department)

44-Month Budget: October 1, 2023 to June 1, 2027

Note: Rows 7-16 will auto-populate based on the information entered in the budget line items (Salaries and Benefits, Services and Supplies, etc.)

Budget Line Item	Total
1. Salaries & Benefits	\$3,072,109.00
2. Services and Supplies	\$122,150.00
3. Professional Services or Public Agencies	\$68,000.00
4. Non-Governmental Organization (NGO) Subcontracts	\$0.00
5. Data Collection and Evaluation	\$75,000.00
6. Equipment/Fixed Assets	\$1,249,795.00
7. Financial Audit (Up to \$25,000)	\$0.00
8. Other (Travel, Training, etc.)	\$4,837,933.00
9. Indirect Costs	\$0.00
TOTAL	\$9,424,987.00

1a. Salaries & Benefits

Description of Salaries & Benefits	(% FTE or Hourly Rate) & Benefits	Total
Deputy (Detective) On-Call (36 months) Range B	960 hours/year = Annual Wage (\$67,373 + \$70,022 + 72,778) + Annual Benefits (\$8,134 + \$8,457 + \$8,793)	\$235,557.00
Deputy (Detective) On-Call (36 months) Range B	960 hours/year = Annual Wage (\$67,373 + \$70,022 + 72,778) + Annual Benefits (\$8,134 + \$8,457 + \$8,793)	\$235,557.00
Detective Tier 1 (36 months)	1.0 FTE = Annual Wage (\$162,553 + \$169,001 + \$175,716) + Annual Benefits (\$166,281 + \$172,162 + \$178,280)	\$1,023,995.00
Detective Tier 1 (36 months)	1.0 FTE = Annual Wage (\$162,553 + \$169,001 + \$175,716) + Annual Benefits (\$166,281 + \$172,162 + \$178,280)	\$1,023,995.00
Records Officer 1 (36 months)	1.0 FTE = Annual Wage (\$106,389 + \$110,597 + \$114,985) + Annual Benefits (\$71,553 + \$73,651 + \$75,831)	\$553,005.00
		\$0.00
		\$0.00
		\$0.00
TOTAL		\$3,072,109.00

1b. Salaries & Benefits Narrative:

*The Project will hire 2 part-time Detectives (960 hours annually), 2 full-time Detectives (1.0 FTE - 2080 hours), and 1 full-time Records Office(1.0 FTE - 2080 hours). The wages for each position are based on annual salary with incremental increases for years 2 and 3 for a total of 3 years.
 Fringe benefits use salaries as a base. The percentages applied for each position:
 (2) Deputy/Detectives on-call are: 3.75% retirement, FICA 1.45%, Workers Compensation 6.998%. Sheriff's Office calculation are based on 12.07% of wages.
 (2) Full-time detectives (1.0 FTE or 2,080 hours per year per detective) fringe benefits rates based on salaries are: Longevity Incentive-2.5%, Retirement-56.42%, FICA-7.65%, Workers Compensation-6.998%, -POB 1012110-24.665%, -POB 10121200-12.654%. Sheriff's Office actual calculations are based on 102.29% of wages.
 Full-time records Officer (1.0 FTE or 2,080 hours per year) fringe benefits rates based on salaries are: Longevity Incentive-2.5%, Retirement-23.38%, FICA-7.65%, Workers Compensation-6.998%, -POB 1012110-24.665%, -POB 10121200-12.654%. Sheriff's Office actual calculations are based on 67.256% of wages.*

2a. Services and Supplies

Description of Services or Supplies	Calculation for Expenditure	Total
Consumable Office Supplies and Training Materials	Consumable office supplies \$250/month x 39 months = \$9,750 + Loss Prevention training materials @ \$500/training x 20 trainings over three years = \$10,000	\$19,750.00
Mobile Printers (4)	\$200/printer x 4 (year 1 only)	\$800.00
Hotspots (4)	\$1,000/hotspot x 4 x 3 years	\$12,000.00
Cellphone Service - investigation purposes	\$8,000 year 1 + \$3,000 year 2 + \$3,000 year 3	\$14,000.00
Binoculars/Night Vision (4)	\$1,250/ pair x 4 (year 1 only)	\$5,000.00
Drone service training and Tracking Device service	Drone service- @ \$3,500/class x 5; Tracker Service @ \$4,500/year x 3 years	\$31,000.00
Public Awareness Supplies	\$10,000/year x 3 years	\$30,000.00
Storage Media and Tracking Devices	Hard drives, etc @ \$2,000 year 1 only; Tracking devices @ \$400/device x 15 in year one = \$6,000 + 2 replacement devices/year in years 2 & 3 x \$400 each = \$1,600.	\$9,600.00
TOTAL		\$122,150.00

2b. Services and Supplies Narrative:

TOTALS	\$75,000.00
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5b. Data Collection and Evaluation Narrative

As required, \$75,000 has been included for evaluation activities. Cost for evaluation include contractual costs for evaluator plus expenses. The funds will be used during the 6-month follow-up period. The evaluator will also work with the State as necessary for a Statewide evaluation.

6a. Equipment/Fixed Assets

Description of Equipment/Fixed Assets	Calculation for Expense	Total
Drones and ancillary equipment	Hardware- Dock @ \$33,959/dock x 5	\$169,795.00
FLOCK surveillance cameras	Camera system @ \$250,000/year	\$750,000.00
Investigative laptops	\$5,000/laptop x 4 (project staff)	\$20,000.00
Camera systems for surveillance (4)	Camera systems @ \$75,000 each x 4 (systems are for surveillance of large open area)	\$300,000.00
Trailer (1)	Trailer to transport equipment from location to location @ \$10,000 to purchase in year 1	\$10,000.00
		\$0.00
		\$0.00
		\$0.00
TOTALS		\$1,249,795.00

6b. Equipment/Fixed Assets Narrative

*Drones - hardware docking for remote dronedocking @ \$33,959/remote drone docking x 5 = \$169,795.
 FLOCK cameras - Surveillance camera system with fixed locations and mobile pole-cameras / Will integrate with FUSUS software platform @ \$250,000/year x 3 years = \$750,000.
 Investigative laptops specialized to work on-site as well as durability. 4 laptops x \$5,000 each = \$20,000.
 Camera systems for surveillance for parking lots a retailers - can change locations @ \$75,000each x 4 = \$300,000.
 Trailer to transport supplies and equipment to different locations - efforts will focus on those retailers with the highest inventory losses and move around to serve as a deterrence. 1 trailer @ \$10,000.*

7a. Financial Audit

Description	Calculation for Expense	Total
NA		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
TOTAL		\$0.00

7b. Financial Audit) Narrative:

NA - no funds requested.

8a. Other (Travel, Training, etc.)

Description	Calculation for Expense	Total
DroneSense Video-sharing license; DroneSense software license	5 Video-sharing licenses x \$300/license; DroneSense software license @ \$2,600 each x 5	\$14,500.00
FUSUS - subscription-based software; AUROR software platform	FUSUS @ \$300,000/year x 3 years; AUROR \$50,000/year x 3 years	\$1,050,000.00
COBWEBS, CLEARVIEW AI, CELLEBRITE, GRAYKEY software	COBWEBS software @ \$175,000/year; CLEARVIEW AI software @ \$150,000/year; CELLEBRITE software @ \$120,000/year; GRAYKEY software @ \$50,595/year	\$1,486,785.00
Billboards and Radio Ads; Storage facility costs	Annual cost of \$500,000 for 20 billboards and 2/year; Storage facilities @ \$3,000/year x 3	\$1,509,000.00
Overtime Costs	Civil Service staff overtime @ \$220,000/year	\$660,000.00
Training and Travel	Travel for investigations @ \$10,000/year x 3 years; Travel and Training for ORT best practices @ \$25,000/year x 3 years	\$117,648.00
TOTAL		\$4,837,933.00

8b. Other (Travel, Training, etc.) Narrative:

DroneSense video sharing license - part of overall drone use package- custom videowatermark, contacts/Notification, Magic Video Link @ \$300/license x 5 = \$1,500.
 DroneSense Class 2 software license (5) for DroneSense mobile and web access for organization users @ \$2,600 per license x 5 = \$13,000.
 FUSUS subscription-based software which integrates with currently existing surveillance cameras @ \$300,000/year x 3 years = \$900,000.
 AUROR Investigative platform which allows information sharing, case management, and collaboration between law enforcement and retail businesses who subscribe @ \$250,000/year x 3 years = \$750,000.
 COBWEBS Social Media / OSINT investigative tool for law enforcement @ \$175/year x 3 years = \$525,000; CLEARVIEW AI Image & facial recognition investigative software for law enforcement @ \$150,000/year x 3 years = \$450,000; CELLEBRITE Mobile device forensics software @ \$120,000 x 3 years = \$360,000; GRAYKEY Mobile device forensics software @ \$50,595 x 3 years = \$151,785. All software provides the tools necessary to implement this ambitious and comprehensive ORT prevention project.
 Billboards stagger locations throughout the county @ 20/6 months display and Radio Ads @ 2/year - annual cost = \$500,000 x 3 years = \$1,500,000.
 Storage facility rental to store equipment such as the camera systems pending deployment at different locations @ \$3,000 x 3 years = \$9,000.
 Civil Service Overtime Costs average of 10 people/year x 6 hours/person = 600 hours, estimate costs @ \$220,000/year x 3 years = \$660,000.
 Detective travel for ORT and retail theft investigations throughout the county based on mileage (\$.655/mile) (-15,267 miles/year) Total per year = \$10,000 x 3 years = \$30,000.
 Training/travel to include \$500 training cost/detective x 4 detectives x 4 trainings/year = \$8,000. Travel in California - Airfare @ \$450/detective/training x 4 detectives x 4 trips = \$7,200. Lodging @ \$200/night x 3 nights/trip x 4 trips x 4 detectives = \$9,600. Per Diem @ \$69/day x 4 days/training x 4 trainings x 4 detectives = \$4,416. Total training/Travel = \$29,216/year x 3 years = \$87,648.

9a. Indirect Costs

For this grant program, indirect costs may be charged using only one of the two options below:	Grant Funds	Total
1) Indirect costs not to exceed 10 percent (10%) of the total grant award. Applicable if the organization does not have a federally approved indirect cost rate.	\$0	\$0
<i>If using Option 1) grant funds allocated to Indirect Costs may not exceed:</i>	\$0	
2) Indirect costs not to exceed 20 percent (20%) of the total grant award. Applicable if the organization has a federally approved indirect cost rate. Amount claimed may not exceed the organization's federally approved indirect cost rate.	\$0	\$0
<i>If using Option 2) grant funds allocated to Indirect Costs may not exceed:</i>	\$0	
<i>Please see instructions tab for additional information regarding Indirect Costs. If the amount exceeds the maximum allowed and/or turns red, please adjust it to not exceed the line-item noted.</i>	\$0	\$0
TOTAL	\$0	\$0

9b. Indirect Costs Narrative:

NA - none requested



SACRAMENTO COUNTY SHERIFF'S OFFICE

JIM COOPER
Sheriff

July 7, 2023

To: The Board of State and Community Corrections

Subject: Organized Retail Theft Prevention Grant Program – Local Impact Letter

Dear Board of State and Community Corrections:

On behalf of the Sacramento County Sheriff's Office, I am submitting this letter to verify that at this time, the intent of this Organized Retail Theft Grant Program is to raise awareness within Sacramento County, and to investigate cases which either originate within the County of Sacramento or those cases where businesses in the County of Sacramento are most impacted. The Sacramento County Sheriff's Office's primary jurisdiction is all of Sacramento County, and neither our enforcement methods or public awareness campaign will intentionally impact any other agency. That being said, Organized Retail Theft is inherently transitory, and those engaged in this crime travel throughout the state of California and across the country. In California, a Peace Officer's authority extends throughout the entire state. If any investigation extends beyond the borders of Sacramento County, Detectives may continue their investigation outside Sacramento County, but the Sacramento County Sheriff's Office will contact any affected jurisdictions and work collaboratively with them to bring said investigations to the most successful outcome.

Sincerely,

JIM COOPER, SHERIFF

A handwritten signature in blue ink, appearing to read "Matt Petersen".

Sheriff Chief Deputy Matt Petersen
Sacramento County Sheriff's Office
Field and Investigation Services



The Container Store®

To whom it may concern:

I, Rob Garfat the Corporate Loss Prevention Manager for the Container Store, am writing this letter to express our deep concern regarding two key issues:

- The alarming number of incidents involving homeless individuals and the theft from our store located at 2030 Arden Way, Arcade, CA 95825
- The inadequate response and follow-up from the Sacramento, Sheriff's Department.

Our store is confronted with daily challenges, including fraudulent returns, shoplifting and more severe thefts, such as individuals brazenly pushing fully loaded shopping carts through the fire egress doors or out the front entrance.

Despite our staff's efforts to deter these thefts and numerous calls to 911, we rarely receive a prompt law enforcement response within two hours of the incidents. Police reports have been filed both on the spot and online, and The Container Store has diligently pursued prosecution and restitution to make the store whole again, reduce the frequency of these incidents, and ensure the safety and well-being of our staff and customers.

Regrettably, due to the state and city's emphasis on high-value and violent crimes, the countless hours we have invested in providing all necessary evidence to prosecute the perpetrators of these crimes have often been in vain. The Sheriff's department has been unable to allocate sufficient resources to work on our cases before the statute of limitations expires. This has been profoundly disheartening for The Container Store, our staff, and myself.

It is essential for our team to have confidence that when they call 911, a timely response will be forthcoming. They also need assurance that their diligent efforts to gather evidence for pressing charges will result in effective prosecution, thereby deterring future incidents at our location.

I implore you to recognize that integrity and justice cannot be quantified in monetary terms. By neglecting to address these misdemeanor thefts, we inadvertently allow them to escalate into more serious offenses, necessitating future intervention. We cannot afford to adopt an unresponsive approach to these crimes within our community.

The impact of these crimes extends beyond our financial losses; it affects the safety, happiness, and trust of both our employees and customers. Moreover, it transforms our location into a safe haven for criminals, where they can operate with impunity.

I urge you to consider additional resources for Sacramento Sheriff's Department Property Crimes Division, as well as any other relevant agencies, to address ongoing issues faced not only by The Container Store but also by other retailers and businesses in our area.

As you may be aware petty theft and organized retail crime often serve as a gateway to fund a range of other criminal activities, including drug trafficking, money laundering, and other related crimes.

Please support our location by providing the necessary responses to crime that we desperately need and deserve.

Sincerely,

Robert Garfat
Corporate Loss Prevention Manager
The Container Store
rtgarfat@containerstore.com
972-538-6867



RANCHO CORDOVA POLICE DEPARTMENT

Brandon Luke
Chief of Police

2897 Kilgore Road
Rancho Cordova, California 95670
916.875.9600 – Main
916.875.8673 – Fax
www.RanchoCordovaPD.com

June 29, 2023

Board of State and Community Corrections

Subject: The Organized Retail Theft Prevention Grant Program

This letter is being submitted to document that Rancho Cordova Police Department agrees to partner on the Organized Retail Theft Prevention Grant Program proposal being submitted by the Sacramento County Sheriff's Office.

As a part of this grant, Rancho Cordova Police Department would collaborate with the Sacramento County Sheriff's Office with project initiatives focused on deterrents and response.

The Rancho Cordova Police Department is pleased to participate to see a reduction in Organized Retail Theft in our city. We have a long-standing relationship with the Sacramento County Sheriff's Office and are pleased to assist and partner with them on this worthwhile project.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brandon Luke".

Brandon Luke
Chief of Police
Rancho Cordova Police Department
Office (916) 875-9603
Chief@sacsheriff.com
www.sacsheriff.com

"Service with Concern"





GENERAL ORDER

Detentions, Arrests, Search, Seizure, and Immigration Enforcement

It is the policy of the Sacramento County Sheriff's Office that all detentions and arrests made by members of the Sheriff's Office shall be conducted professionally and in accordance with the United States Constitution, the Constitution of the State of California and applicable California statutes. Case law regarding search and seizure is ever changing and frequently subject to interpretation under the varying facts of each situation. This policy is intended to provide a few of the basic guidelines that may assist a deputy in evaluating search and seizure issues. Specific situations should be handled according to current training and a deputy's familiarity with clearly established case law.

I. Racial or Identity Profiling

Penal Code § 13519.4(e) describes racial or identity profiling as "is the consideration of, or reliance on, to any degree, actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, or mental or physical disability in deciding which persons to subject to a stop or in deciding upon the scope or substance of law enforcement activities following a stop, except that an officer may consider or rely on characteristics listed in a specific suspect description."

The practice of racial and identity profiling is illegal and will not be tolerated by the Sheriff's Office.

It is the responsibility of every member of the Sheriff's Office to prevent, report, and respond appropriately to dispel discriminatory or biased practices.

Every member of the Sheriff's Office engaging in a nonconsensual detention shall articulate sufficient reasonable suspicion to justify the detention, independent of the individual's membership in a protected class.

1. To the extent that written documentation would otherwise be completed (e.g., arrest report, F.I. card, etc.), the involved deputy shall include those facts giving rise to the deputy's reasonable suspicion or probable cause for the contact.
2. Nothing in this policy shall require any deputy to prepare documentation of a contact that would not otherwise involve such reporting.

3. While the practice of racial and identity profiling is strictly prohibited, it is recognized that race or ethnicity may be legitimately considered by a deputy in combination with other legitimate factors to establish reasonable suspicion or probable cause (e.g., suspect description is limited to a specific race or group).

II. Immigration Enforcement

The U.S. Department of Homeland Security, Immigration and Customs Enforcement Agency (ICE), has primary responsibility to investigate and enforce Federal immigration laws. Sacramento County Sheriff's personnel may assist ICE in the enforcement of Federal immigration laws and in situations where ICE initiated investigations have led to or may lead to the discovery of criminal violations of California law. Assistance to ICE will also be provided in response to officer safety issues or emergency requests for immediate assistance.

A Sacramento County Sheriff's Office employee's suspicion about a person's immigration status shall not be used as a basis to initiate contact, detain, or arrest that person unless such status is reasonably relevant to the investigation of a crime, such as, but not limited to, trafficking, smuggling, harboring, and terrorism.

III. Detentions

Detentions shall be based on reasonable suspicion in a manner prescribed by law.

Detentions shall be based upon reasonable suspicion developed from specific articulable facts which, when considered with objective and reasonable inferences, form a basis for particularized suspicion that criminal activity has occurred or is about to take place, and the person to be detained is associated with the crime.

1. Broad profiles which cast suspicion on entire categories of people without individualized suspicion of the particular person to be detained shall not provide the basis for a detention.

IV. Arrests

Officers may arrest a person under the following conditions:

1. When the officer has a warrant, or knowledge of a warrant, commanding that such person be arrested.
2. When any crime (felony or misdemeanor) has been, or is being committed, by such person in the officer's presence.
3. When an officer has probable cause to believe that a felony was committed and that the person to be arrested committed that felony, regardless whether the offense was or was not committed in the officer's presence.

a. "Probable cause" exists when the totality of the circumstances would lead a person of ordinary care and prudence to entertain an honest and strong suspicion that the person to be arrested is guilty of a crime.

4. Arrests for misdemeanors may also be made when probable cause exists and statutory authority allows.

V. Arrests/Detentions of Persons who are Deaf or Hard of Hearing

Under the Americans with Disabilities Act (ADA), people who are deaf or hard of hearing are entitled to the same services law enforcement provides to anyone else. They may not be excluded or segregated from services, be denied services, or otherwise be treated differently than other people.

Officers must provide the communication aids and services needed to communicate effectively with people who are deaf or hard of hearing, except when a particular aid or service would result in an undue burden or a fundamental change in the nature of the law enforcement services being provided.

Officers must give primary consideration to providing the aid or service requested by the person with the hearing disability.

Only the Sheriff or his or her designee can make the determination that particular aid or service would cause an undue burden or a fundamental change in the nature of the law enforcement services being provided.

1. Watch Commanders are the designees for Field Services.

The County has multiple contracts for interpreter services for deaf and hard of hearing prisoners:

2. Contact the County Operator or the Communications Bureau for the current list of authorized interpreter service providers.

Except in exigent circumstances, any request for such services must be documented and approved by the Watch Commander prior to its use.

3. The documentation will include the type of service needed, date, time, location, and estimated length of use.

The Watch Commander will forward the approved request to the fiscal officer.

A form is provided to assist deaf or hard of hearing prisoners in understanding the booking process. The form outlines the overall steps involved in booking and release at the Main Jail and at the RCCC.

Additional information that may be helpful for law enforcement officers is available at the following website:

4. <http://www.usdoj.gov/crt/ada/policeinfo.htm>
5. The U.S. Department of Justice pamphlet, Communicating with People Who Are Deaf or Hard of Hearing, is available at the above website or in **Appendix 12-C**.

Officers may communicate with the arrestee/detainee through written correspondence if necessary.

6. All written correspondence, with the arrestee/detainee, should be booked as evidence if it pertains to a criminal investigation.

VI. Arrests of Persons with Service Animals

Officers arresting persons in possession of service animals should make every attempt possible to ask the subject in custody what he or she would like done with the animal. Make an attempt to accommodate the request, and secure the wellbeing of the animal prior to transporting the subject in custody.

1. Leave the service animal with a family member on scene.
2. Contact a relative to take custody of the service animal.
3. Contact a friend of the arrestee to take custody of the service animal.
4. Contact a neighbor of the arrestee whom the arrestee is comfortable leaving the service animal with.

VII. Arrests of Persons who Utilize Wheelchairs, Scooters and Large Mobility Devices

Officers may encounter arrestees with disabilities requiring the use of wheelchairs, scooters or large mobility devices. Officers should take care in the arrest of persons requiring such devices as not to cause injury to the arrestee or officer when placing the subject in the back of a patrol vehicle.

1. When possible the officer shall ask the arrestee the best way to lift and assist the arrestee into the back of the patrol vehicle.
2. In the event it is too cumbersome for an officer to remove an arrestee from a wheelchair, scooter or mobility device, the officer

should notify the Communications Bureau to request fire to assist with the transport of the subject to a hospital or custody facility.

Officers shall make every attempt possible to secure the wellbeing of the wheelchair, scooter or mobility device prior to transporting the arrestee, to include:

3. Leaving the device in a secure location (arrestee's residence).
4. Contacting a friend or relative to secure the device.
5. In the event the device cannot be left in a secure location or be taken into possession by a friend or relative, the officer shall arrange for the item to be booked for safe keeping at the Sheriff's Office Property Warehouse. A receipt of the item shall be left in the arrestee's property.

VIII. Arrests/Detentions of Non-English Speaking Persons

Officers will attempt to identify the language of arrestee/detainee who do not speak English in order to provide appropriate interpreter services as needed to complete paperwork, conduct interviews, or perform other necessary functions related to the prisoner's custody.

Whenever possible, officers should attempt to utilize an on-site interpreter at the scene, if available. If an on-site interpreter is utilized their information should be documented within the arrest/crime report. If an on-site interpreter is not available, officers may:

1. Contact the Communications Bureau to request use of American Telephone and Telegraph Company (AT&T) Language Line Service.
 - a. The call must be routed through the Sheriff's Office Communications Bureau. The Language Line service does not record telephone calls for evidentiary purposes.

Language Line Procedures

2. When possible, the requestor will notify the operator of the language needed. If the language is not known by the officer, the operator of the language line can assist in identifying the language.
3. The officer will notify the operator of the following additional information:
 - a. Name, badge number and agency.
 - b. Sacramento County Sheriff's Office identification number.

- c. Division, city, and state.
4. The officer will inform the interpreter what information is required from the non-English speaking individual.
5. The interpreter will obtain the information required and relay the information back to the officer.
 - a. The officer shall document the name of the interpreter and information relayed to the officer by the interpreter within their report.
6. The officer will use the phrase “**end of call**” to end the interview.

IX. Reasonable Expectation of Privacy

Both the United States and the California Constitutions provide every individual with the right to be free from unreasonable governmental intrusion. As a general rule, members of the Sheriff’s Office should not enter any area where an individual has a reasonable expectation of privacy in order to conduct a search or seizure without one or more of the following:

- A. A valid search warrant
- B. Exigent circumstances
- C. Valid consent
- D. Searchable probation or parole conditions
- E. Incident to a lawful arrest
- F. Emergency aid

X. Search Protocol

Members of the Sheriff’s Office will conduct searches with dignity and courtesy. The scope and manner in which a search is conducted shall be reasonable.

Searches arise under a myriad of different circumstances. Though not an exhaustive list, the following guidelines apply to frequently occurring situations:

Members of the Sheriff’s Office will conduct property searches in a manner that returns the condition of the property to its pre-search status as nearly as reasonably practical.

Members of the Sheriff’s Office should attempt to gain keys to locked property when a search is anticipated and the time and effort required to gain the keys makes it a practical option.

When practical, the deputy will explain to the person being searched the reason for the search and how the deputy will conduct the search.

When the person to be searched is of the opposite sex of the deputy, a deputy of the like sex should be summoned to the scene to conduct the search. A search may be undertaken of a member of the opposite sex when it is not practical to summon a deputy of the like sex. In these instances the deputies will adhere to the following guidelines:

1. A supervisor or one other deputy should witness the search, if practical.
2. Deputies will conduct the search with appropriate circumspection and concern for officer safety to search sensitive areas of the opposite sex to include the breast, crotch and buttocks areas.

XI. Specific Situations

Residence:

Absent a valid search warrant, exigent or emergency circumstances, probation or parole authorization, or valid consent, every person has a reasonable expectation of privacy inside his/her home. Individuals do not, however, generally have a reasonable expectation of privacy in areas around their home where the general public (e.g., mail carriers & solicitors) would reasonably be permitted to go.

Plain view:

Because an individual does not have an expectation of privacy as to items that are in plain view, no "search" has taken place in a constitutional sense when an object is viewed from a location where the deputy has a right to be.

An item in plain view may generally be seized when all of the following conditions exist:

1. It was viewed from a lawful location.
2. There is probable cause to believe that the item is linked to criminal activity.
3. The location of the item can be legally accessed.

It is important to note that the so-called "Nexus Rule" requires that even items in plain view must not be seized unless there is probable cause to believe that the item will aid in an investigation. Such a nexus should be included in any related reports.

Exigent circumstances:

Exigent circumstances permitting entry into premises without a warrant or valid consent generally include any of the following:

4. Imminent danger of injury or death;
5. Serious damage to property;
6. Imminent escape of a suspect;
7. The destruction of evidence.

An exigency created by the deputy's own conduct as an excuse for a warrantless entry is not permitted.

XII. Consent

Entry into a location for the purpose of conducting a search for any item reasonably believed relevant to any investigation is permitted once valid consent has been obtained. A search by consent is only valid if the consent is:

1. Voluntary;
2. Obtained from a person with authority to give the consent;
3. Does not exceed the scope of the consent given.

Unless unusual circumstances would prevent use of the Sheriff's Office Consent to Search form (Form 7400073), deputies should have the individual read the form, ensure he/she understands it, and provide them with a copy after he/she has signed it.

4. If unusual circumstances prevent the use of the Consent to Search form, deputies should describe such circumstances in related report(s).

While there is no requirement that an individual be told of their right to refuse consent, such a warning and the use of the Consent to Search form provide strong support for the validity of any consent and should be utilized when practical.

When practical, a person with authority to consent to search should be present or otherwise in a position to communicate a withdrawal of consent should they so desire. Absent other legal justification, any related search should be discontinued at any point that consent is withdrawn.

Appendices: Booking Process Form (Appendix 12-C)

Related Orders: Correctional Services Operations Order 6/14

References: Penal Code § 13519.4

ATTACHMENTS:

Attachment A [Booking Form Appendix 12-C](#)



GENERAL ORDER

Unmanned Aerial Systems

The purpose of this policy is to promote the safe, efficient and lawful operation of the Sacramento Sheriff's Department Unmanned Aerial System (UAS). Safety, above all else, is the primary concern in every operation, regardless of the nature of the mission. This policy also suggests guidelines for the use, management, storage and retrieval of media recorded by Unmanned Aerial Systems.

I. General

It shall be the mission of those personnel of the Sacramento Sheriff's Department, trained in the use of the UAS, to use this resource to protect the lives and property of Sacramento County citizens and first responders. This shall be done in full compliance with applicable laws and regulations, including but not limited to, State and Federal Constitution and Federal Aviation Administration (FAA) regulations.

II. Privacy

UAS Supervisors, operators and observers will consider the protection of individual civil rights and the reasonable expectation of privacy as a key component of any decision made to deploy the UAS. Each UAS operator and observer will ensure that operations of the UAS are consistent with local, state, and federal law.

III. Program Coordinator

A. The Sheriff or his/her designee will appoint a Program Coordinator who will be responsible for the management of the UAS program. The Program Coordinator will ensure that policies and procedures conform to current laws, regulations and best practices and will have the following additional responsibilities:

1. Coordinating the FAA Certificate of Waiver or Authorization (COA) application process and ensuring that the COA is current.
2. Ensuring that all authorized operators and required observers have completed all required FAA and department-approved training in the operation, applicable laws, policies and procedures regarding use of the UAS.

3. Developing uniform protocol for submission and evaluation of requests to deploy a UAS, including urgent requests made during ongoing or emerging incidents. Deployment of a UAS may require review by the Program Coordinator or the authorized designee, depending on the type of mission.
4. Developing protocol for conducting criminal investigations involving a UAS, including documentation of time spent monitoring a subject.
5. Implementing a system for public notification of UAS deployment.
6. Developing an operational protocol governing the deployment and operation of a UAS including, but not limited to, safety oversight, use of visual observers, establishment of lost link procedures and communication with air traffic control facilities.
7. Developing a protocol for fully documenting all missions.
8. Developing a UAS inspection, maintenance and record-keeping protocol to ensure continuing airworthiness of a UAS, up to and including its overhaul or life limits.
9. Developing protocols to ensure that all data intended to be used as evidence are accessed, maintained, stored and retrieved in a manner that ensures its integrity as evidence, including strict adherence to chain of custody requirements. Electronic trails, including encryption, authenticity certificates and date and time stamping, shall be used as appropriate to preserve individual rights and to ensure the authenticity and maintenance of a secure evidentiary chain of custody.
10. Developing protocols that ensure retention and purge periods are maintained in accordance with established records retention schedules.
11. Facilitating law enforcement access to images and data captured by the UAS.
12. Recommending program enhancements, particularly regarding safety and information security.
13. Ensuring that established protocols are followed by monitoring and providing periodic reports to the Program Coordinator.

IV. Use of UAS

- A. Only authorized operators who have completed the required training shall be permitted to operate the UAS during approved missions.
- B. For all pre-planned operations, where the use of a UAS would provide assistance to an operation, the request shall be made through the Program Coordinator or authorized designee.
- C. The Program Coordinator, Tactical Commander, Incident Commander, Watch Commander or Supervisor can authorize deployment of a UAS during an emerging or ongoing incident.
- D. UAS deployment will be considered when an aerial view would assist officers or incident commanders during the following occurrences:
 - 1. Accident Investigations
 - 2. Missing Persons Investigations
 - 3. Search and Rescue Operations
 - 4. Drug Investigations
 - 5. In response to specific requests from local, state or federal law enforcement authorities
 - 6. In response to specific requests from local, state or federal fire authorities for fire response and/or prevention
 - 7. Disaster Management
 - 8. Explosive Ordnance Disposal (EOD) missions
 - 9. CBRNE Incident (chemical, biological, radiological, nuclear, and explosives)
 - 10. Crime Scene preservation and documentation
 - 11. Public safety and life preservation missions to include barricaded suspects, hostage situations, active shooters, apprehension of armed and dangerous and/or violent fleeing suspects, and high-risk search warrants.
 - 12. Supporting criminal investigations
 - 13. VIP Security Support

14. Perimeter Searches and Security
15. Enhance Situational Awareness
16. Routine Training
17. Pursuant to a search warrant
18. When there is probable cause to believe that (1) the UAS will record images of a person, place, thing, condition, or event; and (2) that those images would be relevant in proving that a certain felony had occurred or is occurring, or that a particular person committed or is committing a certain felony and use of the UAS does not infringe upon the reasonable expectation of privacy.

V. Prohibited Use

- A. An Unmanned Aerial System shall not be used for the following:
 1. To conduct random surveillance on citizens.
 2. To harass, intimidate, or discriminate against any individual or group.
 3. To conduct aerial imaging of a person based solely on individual characteristics, such as, but not limited to race, ethnicity, national origin, disability, gender or sexual orientation. This does not apply in situations where these characteristics are specified and paramount to the identification and/or apprehension of a particular person, or group of people, that have committed or are committing a certain felony.
 4. To conduct personal business of any type.

VI. Retention and Release of UAS Data

- A. Retention and release of UAS data shall be in conjunction with departmental policy outlining the storage of media based evidence and the use of social media.
 1. The recorded media and all recorded images are the property of the Sacramento Sheriff's Department and any public dissemination is strictly prohibited unless specifically authorized by the Sheriff or his/her designee.
- B. Requests for recordings shall be initiated by a Division Commander (or his/her designee) or higher authority.

- C. Media recorded by the UAS may be made available for training purposes only after expressed written consent by all involved.

RELATED ORDERS:

General Order 16/16 [Evidence Photography](#)
General Order 10/15 (New 10/16) [Social Media](#)