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BSCC ORT Prevention Grant Project Local Evaluation Plan

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

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Background

Project Need

Irvine Police Department (IPD) has seen a rise in organized retail theft (ORT), motor vehicle theft (MVT), and motor vehicle accessory thefts (MVAT), resulting in substantial financial losses to businesses and individuals. In the past five years, there has been a 58% increase in ORT, an 85% increase in MVT, and a 593% increase in MVAT.

Oftentimes, ORT involves sophisticated networks of criminals who travel from city to city committing similar offenses. ORT offenders typically target multiple locations, frequently in more than one city within the same day. Because of this transitory nature of many ORT offenders, traditional law enforcement methods alone (e.g., increasing patrols and surveillance operations) are less efficient and effective in apprehending ORT offenders because by the time connections are made using current technology and techniques, these offenders have often moved on to other jurisdictions.

Regarding MVAT, the increase, particularly in catalytic converter theft, occurred approximately three years ago and has continued to be an issue in Irvine. MVAT occurs in mere seconds, typically during evening and overnight hours in locations with minimal security. Irvine's traditional law enforcement methods, staffing, and technology have not been sufficient to support quick and effective identification and apprehension of these offenders.

In addition, recent and continuing changes to the City of Irvine have raised the need for innovative solutions to combat ORT, MVT, and MVAT. Over the past five years, Irvine's residential population increased by 11.5% and is expected to increase by approximately three percent every year for at least the next five years. As a result, the IPD experienced a 3.5% decrease in sworn officers per 1,000 residents in the last five years, and this imbalance may continue to grow. As the population increases, IPD must continue to combat increasing crime trends with fewer staff resources. Leveraging additional resources (e.g., civilian staff, new technologies) is crucial to meet the changing needs of the city.

Project History

Since October of 2022, IPD has piloted Real-Time Crime Center (RTCC) operations using existing technology and crime analysis staff on a part-time basis, between 12 and 20 hours per week. Despite limited staffing, IPD has had several successes relating to ORT, MVT, and MVAT crimes, including sharing relevant crime patterns and trend information in real-time while officers were in the field responding to calls. Examples of success stories include:

- directing officers to a specific retailer after it was targeted at another shopping center,
- locating a vehicle within minutes of it being reported stolen, and
- assisting in locating missing persons.

In one specific instance, RTCC Crime Analysts' knowledge of ORT offender travel behavior was shared with officers in the field after a theft in a neighboring city. This allowed the officers to respond to a potential target location within our jurisdiction in anticipation of the offenders' predicted travel into Irvine.

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The RTCC integrates technologies to support crime-fighting capacities. Traffic cameras are used to view intersection video feeds while responding to actively occurring calls for service. License Plate Readers (LPRs) have been used in conjunction with the pilot RTCC. IPD has two stationary LPRs at City Hall and eight mobile LPR units strategically placed in the city to help combat specific crime series. In a two-month period in 2023, the eight mobile LPR cameras registered 203 “hits” from various hot lists of stolen vehicles and plates registered to suspects tied to crime series through investigations.

With the success of IPD’s pilot RTCC program, visits to other regional and national RTCCs, and supporting evidence-based research, IPD recognizes the tremendous value a fully-staffed RTCC program with technology advancements will add to IPD’s crime-fighting capabilities.

Project Overview

IPD recognizes the need for proactive, data-driven approaches to combat sophisticated ORT, MVT, and MVAT criminal activity using technology and analytics deployed in real time. Through this initiative, the pilot RTCC will be expanded by (1) increasing staffing, (2) implementing state-of-the-art technology (e.g., surveillance systems, LRP, video analytics, data consolidation and investigative and analytical software), and (3) improving training and awareness.

The mission of the RTCC is to effectively reduce crime and assist in the apprehension of criminals while enhancing officer safety and situational awareness. The RTCC serves as a hub for collecting, analyzing, and disseminating real-time information related to criminal activity to patrol officers, detectives, law enforcement agencies, and community stakeholders. The RTCC plays an important role in advancing IPD operations in the areas of timely incident response, comprehensive information, collaboration, data-driven approaches, and enhanced investigations.

1. RTCC Staffing

The RTCC will be staffed with one full-time Crime Analyst, two full-time Analytical Program Specialists, and one full-time Public Safety Technology Analyst. Together, the four full-time analytical staff will work in the RTCC 160 hours per week. Exact shift hours will be driven by the peak days and times of occurrence for the specified ORT, MVT, and MVAT crime trends as well as demands for police calls for service. RTCC staff members are located close to the IPD dispatch center, which allows for expeditious communication with field staff, and the consolidation of resources to reduce duplicate real-time investigative efforts.

The RTCC staff are responsible for maintaining an awareness of the active calls coming into the dispatch center, associating those calls with crime trends, accessing the technology available at the location of crimes in progress or just occurred, and analyzing and distributing that information. The Public Safety Technology Analyst is responsible for integration and maintenance of all the technology and software used by RTCC staff, including cameras, LPRs, data sharing software, video analytics software, open-source investigative software, drone feed software, and more.

In addition, RTCC staff assist in the timely connection of information for patrol officers, detectives, other law enforcement agencies, and community stakeholders. This may include drawing associations between bulletins received from other agencies and active incidents or sharing information with other law enforcement agencies through various software, LPRs, cameras and other

technology. This collaborative model has been shown to be effective in disrupting criminal networks and apprehending repeat offenders.

RTCC staff provide valuable investigative tools and resources to supplement traditional strategies. By utilizing surveillance footage, data analytics, LPR's, and investigative software, RTCC staff share information with patrol officers and detectives, who can gather evidence more efficiently to identify suspects and solve cases. In addition to increasing arrests and clearance rates, the RTCC enhanced investigative capacity also acts as a deterrent to criminals, knowing that their activities are being monitored and they are being held accountable more often and more quickly.

Case studies and evaluations have highlighted the positive impact of RTCCs on crime reduction and public safety. For example, RAND Corporation's 2019 study of RTCCs in Chicago found that RTCCs supported higher levels of awareness and decision making that was much more structured and data driven than before. Crime reduction effects were calculated and resulted in estimated reductions of average monthly crime counts in 15 models, including in motor vehicle thefts and felony thefts.

2. Technology and Software

License Plate Readers (LPRs)

IPD will install a minimum of 70 stationary LPRs at ingress points in the city and obtain 8 additional mobile LPRs to be placed at various hot spot areas, as these locations rotate in response to crime patterns.¹ These cameras will drastically increase the effectiveness of the RTCC tracking capabilities. LPRs allow RTCC analysts to search for known suspect vehicles, identify vehicles, and track travel patterns around crime locations. RTCC analysts will direct information to officers with the goal of apprehension or de-escalation. LPRs also generate investigative leads and bolster cases by identifying subjects in the vicinity of a crime or crimes. In addition, they provide alerts to assist in the identification and recovery of stolen or wanted vehicles. LPRs are widely utilized and have become recognizable by suspects, thus acting as a deterrent.

Video Cameras/Surveillance

As part of this initiative, IPD plans to strategically place a minimum of 30 stationary, recordable video cameras throughout the city and obtain 4 mobile pole cameras for crime hot spots. While the pilot RTCC has had access to existing traffic cameras, those cameras can only be viewed in real time. The new, recordable cameras will supplement the existing infrastructure and allow the RTCC to review past events. For example, staff can view critical situations and review the activities prior to the officer's arrival which led up to the incident. This can help them generate additional investigative leads, prevent unnecessary investigations into non-emergency incidents- and increase officers' safety.

Video Analytic Software

IPD will also obtain video analytic software that uses artificial intelligence (AI) to assist in the detection of triggering events, proactively generate alerts, and quickly search through a large volume of footage for a known event or object. By analyzing video feeds in real-time, RTCC staff will be

¹ Note: more than the minimum 70 LPRs will be deployed as negotiations and pricing may allow for more. Thus far, 104 cameras are planned for implementation based on recent negotiations and funding may allow for additional.

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alerted when suspicious or prohibited objects or motions are detected, allowing a prompt response to preserve community safety or make an arrest.

Investigative Software

An investigative software, FirstTwo, will be implemented to unify and integrate multiple data sources. RTCC analysts will have access to a large information repository. They will be able to manage, analyze and process large volumes of data more efficiently, allowing them to use the tools available more meaningfully and quickly, and in a geographic format that integrates in real-time with police calls for service.

FirstTwo leverages data analytics, link analysis, and pattern recognition to identify connections and generate investigative leads from open-source data. The software assists in gathering actionable intelligence to support investigations. These analyses and insights will enable the strategic allocation of resources, directed enforcement in current crime hot spots and the proactive deployment of resources to prevent and deter crime.

3. Training and Awareness

Training IPD Personnel

To support the RTCC and crime prevention efforts, staff members will attend training sessions or annual conferences related to ORT, MVT, and MVAT over the next three years. This additional training will keep IPD apprised of new crime trends and prevention efforts that may be employed in the City of Irvine.

Public Awareness

IPD also plans to increase community awareness regarding ORT, MVT, and MVAT and improve connections with retail partners. Social media posts will share current crime trends identified by the RTCC and prevention tactics to address ORT, MVT, and MVAT. Biannual and quarterly meetings will be held so that insights from the RTCC can be shared with merchants, security personnel, and other important stakeholders in the community.

Target Area

IPD's implementation of the RTCC will impact the City of Irvine as a whole, though many activities may be concentrated around the city's largest shopping center, The Spectrum.

Regarding the LPRs, IPD's Crime Analysis Unit has selected 104 locations to start the initial implementation of LPRs that will have the most significant impact on crime.² Because 74% of IPD arrests are offenders that reside outside of Irvine, many of the LPR locations cover major ingress points in the city. Additional locations for the initial LPRs were determined based on property crime density analysis, especially for ORT categories. More LPRs may be purchased and installed based on pricing/funding and continued analysis of crime patterns.

² The grant application proposed a minimum of 70 LPRs.

Project Goals and Objectives

Three goals and nine objectives have been established for the project³:

Goal 1: Decrease crime rates related to ORT, MVT, and MVAT by 15% over the three-year grant period.

- **Objective 1a:** Increase proactive police strategies **by sworn officers**, including in the areas identified by the Real Time Crime Center and Crime Analysis Unit to deter crime related to organized retail theft, motor vehicle theft and motor vehicle accessory theft(e.g., directed patrol checks, calls for service, and contacts with retailers).
- **Objective 1b:** Conduct proactive police strategies **by civilian staffing**, including in the areas identified by the Real Time Crime Center and Crime Analysis Unit to prevent crime related to organized retail theft, motor vehicle theft and motor vehicle accessory theft(e.g., face-to-face contacts with retailers, merchants, victims and potential victims to discuss prevention strategies).
- **Objective 1c:** Increase social media posts that share current crime trends, crime prevention tactics, and other information related to organized retail theft, motor vehicle theft and motor vehicle accessory theft, including those identified by the Real Time Crime Center and Crime Analysis Unit.

Goal 2: Increase crime clearance rates, by arrest or other means, related to ORT, MVT, and MVAT by 12% over the three-year grant period.

- **Objective 2a:** Purchase, install and maintain LPR cameras, video integration software, video analytics software, open-source investigative information in mapping format, and other software authorized by the grant.
- **Objective 2b:** Provide investigative leads, including through the utilization of new LPR, video surveillance and open-source software.
- **Objective 2c:** Complete operations, such as undercover investigation surveillance of offenders, including those supported by Real Time Crime Center analysts utilizing the new software, technology, and other investigation techniques.

Goal 3: Improve collaboration with other law enforcement agencies and retailers, providing information regarding crime trends, prevention efforts, and other topics related to Organized Retail Theft, Motor Vehicle Theft and Motor Vehicle Accessory Theft.

- **Objective 3a:** Increase the number of meetings and trainings with retail partners hosted by Irvine PD by 15% within the three-year period.
- **Objective 3b:** Improve police communication and collaboration with other law enforcement agencies and taskforce units related to ORT, for example by sharing law enforcement bulletins.
- **Objective 3c:** Provide training for IPD Personnel (e.g., sworn officers, dispatchers, detectives and analysts) related to grant-funded technologies and activities, organized retail theft, motor vehicle theft and/or motor vehicle accessory theft.

³ These goals and objectives have been updated from their original form. These changes do not reflect changes to the proposed activities but rather were made to support the measurement and evaluation of the project's success.

Project Logic Model

Inputs

Funding

Grant Awards: ORT Prevention financial resources allocated for the project

Additional City and State Funding

People

Staffing:

RTCC: one Crime Analyst, two Analytical Program Specialists, and one Public Safety Technology Analyst

Other Law Enforcement Personnel: Officers, Detectives, Crime Analysis Unit, Crime Prevention Unit, Business Services Administrator and Manager, Echo Unit, Directed Enforcement Team, Office of Public Relations, Technology and Innovation Team, ORT Steering Committee

External Partners: Local Retailers, Loss Prevention and Security, EVALCORP

Tools

Law Enforcement Technology: License Plate Readers (LPR), video integration and analytics software and open-source investigative information in mapping format

Training Materials and Programs for retail employees and law enforcement personnel

Community engagement tools for public education campaigns

Activities

Support Targeted Enforcement Operations:

Increase presence of sworn officers and civilian staff in areas identified by the RTCC staff

RTCC Records: RTCC Staff maintain and communicate call logs and list of investigative leads with patrol officers, detectives, and other law enforcement agencies regularly

Enhance License Plate Reader Program: Procure and expand the existing LPR program to cover strategic locations

Adopt Advanced Investigative Technologies: Procure and implement video surveillance cameras, video integration, video analytics, etc.

Law Enforcement Trainings: Training encompasses ORT, MVT, and MVAT trends and best practices and software for IPD Personnel

Local Retailer and Merchant meetings: Continue regular meetings with retailers and loss prevention personnel about crime trends and theft prevention tactics

Public Education Campaign: Use social media posts to increase public awareness about ORT, MVT, and MVAT crime trends and theft prevention tactics

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Outputs

Number of RTCC staff hired

Number of hours of staffing in the RTCC

Number of FTE staff assigned to ORT, MVT, and MVAT prevention activities

Number of proactive calls for service by sworn staff

Number of proactive contacts by civilian personnel

Number of ORT, MVT, and MVAT calls where RTCC assisted in dispatch

Number of investigative leads RTCC shared with patrol officers, detectives, and other law enforcement agencies

Number of operations plans submitted to detectives and officers related to ORT, MVAT, and MVAT

Number of LPR hits in software system

Inventory of advanced technology deployed, including number of equipment acquired and used (e.g. LPRs) and systems implemented

Number of training sessions or conferences attended by IPD personnel

Number of retailer and security personnel meetings conducted

Number of attendees at meetings with retailers and other partners

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

Outcomes

Decrease crime related to ORT, MVT, and MVAT

Improved investigative success and increase number of arrests and clearance rates of ORT, MVT, and MVAT crimes

Improved quality and timeliness of information sharing between RTCC and patrol officers, detectives, Crime Prevention Unit, and the Office of Public Relations

Enhanced knowledge and skills for law enforcement personnel in preventing and responding to ORT, MVT, and MVAT crimes

Increased retail partner participation in training sessions leading to increased knowledge and skill-building in retail theft and prevention strategies

Increased public awareness regarding ORT, MVT, and MVAT

Improved external communications and collaboration with retailers, other law enforcement agencies and taskforces related to ORT, MVT and MVAT

Impacts

Safer Community Environment: Reduction in ORT, MVT, and MVAT contribute to safer environments for businesses and residents of the City of Irvine

Strengthened Law Enforcement Capabilities: Enhanced and more efficient investigative tools, strategies, and training improve long-term crime prevention and response effectiveness

Increased Public Confidence: In law enforcement's ability to protect the community and deter ORT, MVT, and MVAT crime

Sustainable Crime Prevention: With the RTCC, an establishment of a sustainable model for crime prevention and law enforcement collaboration that can be adapted and applied in other contexts

Evaluation Method and Design

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

Evaluation Framework

Goals

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

Approach

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

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

- A baseline comparison methodology (pre-grant period vs. post-grant implementation) to determine the ORT prevention program's overall effectiveness on the outcomes established for the project.
- Ongoing assessment of identified process and outcome metrics assessing cumulative change (counts, increases, decreases) to (1) track ongoing project implementation and outcomes, and (2) allow for any necessary changes to strategies as the grant-funded initiative rolls out. This is key to a formative evaluation and involves compiling and reviewing ORT evaluation metrics on a consistent basis.
- Qualitative enhancements through the use of Stakeholder Interviews with key personnel participating in the ORT project. The evaluation will utilize stakeholder interviews, observations, and success stories to inform the Local Evaluation Report (LER) and provide context, lessons learned, any unanticipated challenges and how they were overcome in addition to the quantitative measures (ORT process and outcome metrics).

Coordination and Oversight

The IPD project coordinator is Darcy Jones. Ms. Jones oversees the day-to-day operations and provides strategic guidance for the project. Jade Mazzio oversees the project implementation and coordination. Rebecca Woolsey assists with data collection and monitoring activities.

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

EVALCORP will work collaboratively with IPD personnel and designated partners to ensure the appropriate data collection methodologies, tools, and protocols are developed and implemented. The evaluation team will foster open communication to ensure evaluation findings are communicated on a periodic basis and that high-quality and consistent data collection practices are employed. Meetings between IPD and EVALCORP will occur quarterly, or as needed, to ensure opportunities to address issues and discuss successes as they arise. Data collection and reporting will occur monthly, quarterly, or annually, depending on the metric. Any concerns will be coordinated between the EVALCORP team and IPD personnel.

Evaluation Tools

A series of data collection tools and standardized processes have been developed to directly track and monitor the grant's success. Primary data collection tools will be developed to collect information specific to grant activities and secondary data (i.e., data already collected for another use) will be used to track process and outcome metrics.

Primary Data Collection Tools

- **Personnel Training Survey:** IPD personnel who complete external training funded by this grant will complete a Personnel Training Survey. The survey will assess staff's knowledge of the training topic, current crime trends, and best practices relevant to grant activities.
- **RTCC Tracking Log:** The Real-Time Crime Center Tracking Log will be used to track RTCC's involvement in calls and investigations related to ORT, MVT, and MVAT.
- **Operation Plans:** Operation plans will provide information on ORT, MVT, and MVAT related operations. This data source will transition to P1 (described below) during the grant period.
- **Key Stakeholder Interviews:** To further assess implementation activities, the evaluation team will conduct key stakeholder interviews with primary project staff at the end of the grant period. These interviews will inform the extent to which the project was carried out as planned/intended and identify successes, challenges, and lessons learned.

Secondary Data Sources

- **Motorola Premiere 1:** IPD manages the Motorola Premiere 1 (P1) system that merges the Record Management System (RMS) and Computer Aided Dispatch (CAD) System. P1 may be used to assess calls, incidents, arrests, and referrals related to ORT, MVT, and MVAT.
- **Payroll Records:** To determine the number of FTE staff assigned to various grant activities (e.g., RTCC staffing, training opportunities) payroll records will be used.
- **Administrative Records:** To document the various equipment purchased and tools implemented (e.g., license plate readers), partnerships established, attendance at collaborative meetings or trainings (e.g., via sign-in sheets), and other metrics as needed.
- **Public Information Office Records:** The public information office (PIO) will maintain data on the social media posts related to ORT, MVT, and MVAT.

- **External Software:** Flock or Vigilant will be used to track LPR hits. This data may also be integrated into the P1 system during the grant period.

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

Data Analysis

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

Qualitative Analysis

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

Quantitative Analysis

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

Reporting

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

- **Quarterly Progress Reports:** IPD will develop the BSCC Quarterly Progress Reports with support from the EVALCORP team.
- **Final Local Evaluation Report:** EVALCORP will develop the Final Local Evaluation Report summarizing the 3-year grant activities and the extent to which the goals were achieved. The report will be submitted to the BSCC by June 1, 2027.
- **Annual Brief:** In addition to the two mandated reporting requirements described above (i.e., Quarterly Progress Reports and the Final Local Evaluation Report), the evaluation team will develop a summary outlining progress toward the grant's goals and objectives at the end of each calendar year.

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

Evaluation Metrics

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

Process Evaluation

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

- Number of grant-funded RTCC staff hired
- Number of FTE staff assigned to the Real-time Crime Center
- Number of FTE staff assigned to ORT, MVT, and MVAT activities
- Number of operations related to ORT, MVT, and MVAT completed
- Number and type of equipment procured and deployed (e.g., license plate readers)
- The number proactive calls for service by sworn officers at local shopping centers
- The number proactive calls for service by civilian personnel at local shopping centers
- Number of grant-funded trainings completed by officers, detectives, analysts, and other staff
- Number of meetings or trainings held with retail partners
- Number of bulletins implemented related to ORT, MVT, and MVAT
- Number of social media posts related to ORT, MVT, and MVAT
- Successes, challenges, and lessons learned

Outcome Evaluation

The outcome evaluation will assess the extent to which the project successfully met each of the goals identified. Metrics that will be tracked include:

- Number of LPR reads in software systems
- Number of calls where RTCC staff assisted in dispatch
- Number of ORT, MVT, and MVAT investigative leads provided by RTCC analysts to patrol officers, detectives, and other law enforcement agencies.
- Number of ORT, MVT, and MVAT incidents reported, including change over time
- Number of arrests related to ORT, MVT, and MVAT
- Number of ORT, MVT, and MVAT crimes cleared by arrest
- Number of ORT, MVT, and MVAT crimes cleared by exceptional means
- Number of referrals to the District Attorney's office related to ORT, MVT, and MVAT
- Quality of IPD's collaboration with other law enforcement agencies and retail partners
- IPD personnel's knowledge of the training topics, current crime trends, and best practices relevant to grant activities

Appendix A. Evaluation Data Matrix

Metric	Data Source	Type	Related Goal(s)
Number of grant-funded RTCC staff positions hired	Payroll Records	Process	1
Number of FTE staff assigned to the Real-time Crime Center	Payroll Records	Process	1
Number of FTE staff assigned to ORT, MVT, and MVAT activities	Payroll Records	Process	1
Number of proactive calls for service by sworn officers at local shopping centers	P1	Process	1
Number of proactive calls for service by civilian personnel at local shopping centers	P1	Process	1
Number of social media posts related to ORT, MVT, and MVAT	PIO Records	Process	1
Number of ORT, MVT, and MVAT incidents reported	P1	Outcome	1
Number and type of equipment procured and deployed	Administrative records	Process	2
Number of ORT, MVT, and MVAT investigative leads provided by RTCC analysts to patrol officers, detectives, and other law enforcement agencies	RTCC Tracking Log	Outcome	2
Number of LPR reads in software systems	External Software	Outcome	2
Number of calls where RTCC staff assisted in dispatch	P1	Outcome	2
Number of operations related to ORT, MVT, and MVAT completed	Administrative Records	Process	2
Number of ORT, MVT, and MVAT crimes cleared by arrest	P1	Outcome	2
Number of ORT, MVT, and MVAT crimes cleared by exceptional means	P1	Outcome	2
Number of meetings or trainings held with retail partners	Administrative Records	Process	3
Number of bulletins implemented related to ORT, MVT, and MVAT	P1	Process	3
Number of grant-funded trainings completed by officers, detectives, analysts, and other staff	Payroll records	Process	3
IPD personnel’s knowledge of training topics, current crime trends, and best practices relevant to grant activities	Officer Training Survey	Outcome	3
Quality of IPD’s collaboration with other law enforcement agencies and retail partners	Key Stakeholder Interviews	Outcome	3
Successes, challenges, and lessons learned	Key Stakeholder Interviews, QPRs	Process	1, 2, 3

