

OFFICE OF THE SHERIFF PERFORMANCE MEASURES

I. DEPARTMENT MISSION

The Contra Costa County Office of the Sheriff works in partnership with our diverse community to safeguard the lives, rights, and property of the people we serve. With unwavering dedication, we provide innovative professional law enforcement services to our community. We accomplish this mission by maintaining our core values while always conducting ourselves with the highest ethical standards.

II. MAJOR PROGRAM DESCRIPTIONS

A. ADMINISTRATIVE SERVICES

This division provides organizational planning, finance and personnel management to ensure that the Office of the Sheriff attains all organizational goals and objectives. This division is responsible for development, monitoring and auditing of the Office's budget, grants, contracts, procurement, purchasing and Affirmative Action activities of the Office. This division manages personnel activities for the Office and includes the Internal Affairs Unit.

BUDGET: \$27,097,909

FTE: 51

B. PATROL DIVISION

This division provides timely, professional response to calls for service and crime suppression using a highly visible pro-active patrol force.

BUDGET: \$55,553,044

FTE: 229

C. INVESTIGATIONS DIVISION

This division provides follow-up to identify responsible parties for prosecution and to recover stolen property on all reported felony offenses and certain misdemeanor offenses that occur in the unincorporated areas of the County, contract cities and special districts.

BUDGET: \$13,351,109

FTE: 55

D. TECHNICAL SERVICES DIVISION

This division provides professional services and technical assistance to all divisions of the Office of the Sheriff, other governmental agencies, and the public in the areas of communications (including dispatch, 9-1-1), management information services and fleet services. Technical Services Division also serves as the repository for all Office of the Sheriff records, and processes all civil and criminal documents, as well as conducts financial investigations as directed by the court and within the guidelines mandated by law.

BUDGET: \$19,641,030

FTE: 100.0

E. FORENSIC SERVICES DIVISION

This division provides scientific analysis of physical evidence, forensic consultation to local law enforcement agencies and the District Attorney's Office, and crime scene investigation services.

BUDGET: \$16,129,159

FTE: 64.5

F. CORONER DIVISION

This division provides investigation of specific cases to determine the cause of death.

BUDGET: \$3,399,000

FTE: 9.0

G. EMERGENCY SERVICES DIVISION

This division aids emergency response agencies, governmental agencies, and the public to prepare for and cope with natural and human-caused disasters. This division oversees the Community Warning System, Mutual Aid, Homeland Security and Volunteer Services which includes Reserve Deputy Sheriffs, Search and Rescue, Sheriff's Chaplains, Dive Team, Food Services Unit, and the Mutual Aid Mobile Field Force Support Team.

BUDGET: \$7,569,000

FTE: 16.0

H. DETENTION DIVISION

This division provides constitutionally safe and secure housing as well as the transportation of inmates who have been legally remanded or placed in the custody of the Sheriff.

BUDGET: \$88,936,517

FTE: 413

I. SHERIFF CONTRACT SERVICES

Provides police protection to the Contra Costa County Superior Court and all court facilities in the County, as well as certain County Departments, including Health Services and Employment and Human Services.

BUDGET: \$22,085,000

FTE: 120

J. PROFESSIONAL STANDARDS DIVISION

This division includes the Backgrounds, Planning/Research and Public Affairs Units. The division is responsible for the recruitment and hiring of sworn personnel, departmental safety standards, backgrounds investigations and public affairs and media relations.

BUDGET: \$1,799,907
 FTE: 7

K. DEPARTMENT DATA

BUDGET: \$255,146,498
 FTE: 1064.5

CLASS	ALLOCATED POSTIONS
SWORN:	
Administration	9
Professional Standards	3
Field Operations	303
Custody Services	375
Support Services	34
GENERAL:	
Administration	46
Professional Standards	7
Field Operations	46
Custody Services	118
Support Services	155.5
TOTAL AUTHORIZED POSITIONS:	1064.5

III. ACOMPLISHMENTS

ADMINISTRATION:

1. Processed 971 employment applications for deputy sheriff recruit positions, testing 822 candidates and subsequently hiring 42 deputy sheriffs who successfully completed the Office's Law Enforcement Training Center (LETC) academy. In addition to the recruit testing process, the Office successfully recruited and hired 16 lateral (experienced) Deputy Sheriff candidates.
2. The Office of the Sheriff continues to attract quality personnel with effective recruiting efforts that focus' outreach to a cross section of the population to secure an applicant pool reflective of the community served. In 2020, recruiters adjusted their sights in response to social-distancing protocols by participating in 4 virtual job fair special recruiting events. The primary focus of our Recruiting Unit was the adoption and integration of the Post Entry Level Law Enforcement Test (PelletB) for entry-level Deputy

Sheriff applicants. Through utilizing the testing process as a primary recruiting focus, our Recruiters were able to be the first line of contact for many men and women interested in entering the Law Enforcement profession. PORAC magazine ads were also revisited providing a much-needed outreach to lateral Deputy Sheriff applicants in addition to renewed efforts by Recruiters in visiting other California Police Academies who host non-affiliated students to create a larger applicant pool for Contra Costa County.

3. In 2020, the Background Unit processed 563 candidates, 323 of which were applicants for sworn Deputy Sheriff- Recruit positions. We cleared for hire 77 Recruit, Lateral, Per Diem, and Reserve Deputy Sheriffs and 11 Dispatchers in 2020. The Background Unit conducted a total of 281 polygraph examinations.
4. The Public Affairs Unit was involved in many major projects and incidents during 2020, to include PIO liaison for activations of the EOC for major fire responses and COVID-19 response. An updated Custody Services Bureau video was project was initiated to be shown to inmates being booked into the facility. The video serves as a mechanism to ensure inmates are educated on the procedures within the facility and the programs made available to them while incarcerated. The Unit also increased the Sheriff's Office social media presence over the past year, giving the citizens of the County more access to information.
5. The Planning and Research Unit processed a total of 178 formal Public Records Act requests. The unit also submitted a total of 44 U-Visa Certification requests in 2020.
6. Additional "ground control" training and techniques were added to LD 33 (Arrest Methods/Defensive Tactics). Under direction from California POST, the carotid restrain was removed from LD 33 (Presidential Executive Order on Safe Policing for Safe Communities, Executive Order No. 13929).
7. A tracking system was designed to certify that required learning activities were being completed within all Learning Domains by all instructors. This system involves the instructor(s) notification, recruit participation and the RTO's review, to ensure quality control.
8. Scenario training and testing was enhanced to provide a more practical and realistic setting. Additional site locations were added, which enabled recruits to receive a dispatch and drive a patrol car to the scenario. This greatly increased our ability to evaluate in areas of officer safety, such as scene approach and vehicle placement.
9. A digital scoring program was initiated for use in Arrest and Control testing (using tablets).
10. The Academy obtained additional radios so that all recruits can carry a radio throughout specific training days.

11. 98 recruits graduated from the Basic Police Academy at the Law Enforcement Training Center.
12. The In-Service Training Unit provided 12,281.5 hours of in-person instruction and 10, 839 hours of online training to Office of the Sheriff personnel.
13. Implemented a new inventory control software system.
14. Created and taught a new Academy Instructor Certification Course (AICC) course.
15. Phased out the no longer available Sig Sauer P239 and replaced it with the Glock G48 for all plain-clothed and manager positions.
16. Installed new water lines with fire hose connections behind the ranges to aid in fire suppression capabilities.
17. Completed AB392 mandated training for sworn members of the Sheriff's Office.

FIELD OPERATIONS BUREAU:

1. Continue to emphasize services to the community by placing an emphasis on staffing our specialized units to include the J-Team, Resident Deputies and P-Districts.
2. The completion of the installation of situational and ALPR cameras in the Bayo Vista Housing Development (Rodeo), purchase by the Housing Authority.
3. The MHET Program policy has been submitted for approval prior to the posting of a fulltime MHET deputy position for the Patrol Division. The goal will be to reduce incidents with individuals in the community suffering for reoccurring mental health issue.
4. ALPR cameras to be installed in the area of Marsh Creek Road with the use of grant funding which has been secured. The project has been assigned to the Delta Station Commander and is currently being explored.
5. New gas masks were purchased for the Field Operation Bureau and distributed. This replaced equipment that was over 15 years old to increase the personal protection for our staff.
6. The SWAT Team has obtained new sniper rifles and optics to replace the old sniper rifles, which were worn out. The SWAT Team also obtained new tactical helmets and headsets (radio and ear protection).
7. Funding for Litter Per Diem Deputies to be hired has been secured. The process to hire several deputies to investigate illegal dumping in on-going.

8. Vehicle decontamination equipment for patrol vehicle decontamination due to COVID 19 and other pathogens has been obtained and distributed.
9. Received \$738,249.00 in financial aid from the California State Parks Division of Boating to assist with staffing costs.
10. Received \$300,000.00 to cover cost of abandoned vessel recovery and removal from our waterways.
11. sUAS Team to purchase larger platform drone equipment under State Homeland Security Grant Program funded in 2021.
12. Video downlink system to live stream sUAS video real time under State Homeland Security Grant Program funded in 2021.
13. Enhanced services to the community by placing emphasis on staffing our specialized units within the Investigations division. Modified existing programs to virtual formats to build stronger bonds between the Office of the Sheriff and the citizens we serve throughout the Covid-19 pandemic.
14. Acquired advanced technology and funds to improve overall efficiency.
15. Improved overall operation efficiency when and where needed.
16. Improved upon all quality of life issues regarding violent crimes, drugs, and firearms.
17. Aggressively and effectively investigated and closed all crimes in a thorough and professional manner.

CUSTODY SERVICES BUREAU:

1. In 2020, Contra Costa County entered into a Consent Decree with the Prison Law Office (PLO) regarding jail operations. Detention Health Services and the Office of the Sheriff agreed to enhance jail conditions for the incarcerated in areas identified by the PLO. A lieutenant has been assigned as the Compliance Manager to oversee jail upgrades and policy implementation for compliance to the agreement.
2. A tiered parking structure at the Martinez Detention Facility (MDF) was completed and opened in January 2020 allowing for a significant improvement in available parking spaces.
3. In March 2020, the Custody Services Bureau (CSB) initiated robust and strict COVID mitigation and precaution plans. The plans evolved throughout the year to comply with federal, state, and local health recommendations and orders. The highlights of the COVID protocols addressed safe inmate housing and cohorts, on-going employee and

inmate testing, daily employee and inmate symptoms screening, COVID-19 education, PPE mandates, and lastly, immunization.

4. To reduce COVID exposure potential, strict quarantine rules were established which included testing of all incoming arrestees with a 14-day quarantine prior to entering general population. Surveillance testing of all inmate workers was conducted, and a surveillance testing program was started for all staff. Mask wearing requirements for all staff and inmates was instituted and distribution of new masks was conducted regularly. CSB instituted a housing plan that prioritized using single occupants for cells whenever possible. Video visitation was implemented to maintain family contact for inmates without risking in-person exposure.
5. CSB completed major inmate housing re-assignments and consolidation between the Martinez Detention Facility and the West County Detention Facility (WCDF) throughout 2020 to better protect the inmate population from COVID. All Protective Custody male inmates from the MDF were moved to WCDF. Eligible female inmates were transferred to MDF for the opportunity to work in the kitchen and laundry and earn school time credits. In cooperation with Detention Health, all medically vulnerable inmates were housed away from the general population.
6. There were improvements to MDF Intake to enhance mental health evaluation, screening, and privacy. A private medical and mental health interview room was constructed and completed in October 2020, bringing the total availability to three private rooms for safe and confidential screening to occur.
7. The Office of the Sheriff began planning and implementation of a new Jail Management System (JMS) in all jail facilities. The new JMS will feature video visitation, tablets for inmates and other improvements. Completion and “go live” of the new system are anticipated in mid-year 2022.
8. Demolition of M-Module at the MDF commenced in November 2020. The housing unit will undergo a complete remodel with an expected completion date in early 2022. The future M-Module will include a “state of the art” return to competency program, additional ADA/medical cells, and ADA showers.
9. In May 2020, the MDF Operations Office was updated by removing an antiquated inmate property storage system and replacing it with a bin system. The clerical area was upgraded with an ergonomic friendly workstation for staff.
10. A remodel of the MDF lobby bathrooms was completed in 2020. The bathrooms were remodeled to meet current ADA requirements. In 2021, the lobby front window and counter are scheduled to be remodeled to ADA standards.
11. In December 2020, the Sheriff’s Office took delivery of a new Transportation Unit transport vehicle. The vehicle has 7 compartments and a 16-passenger capacity; it is

equipped with curbside and rear entry doors, and state of the art safety vision cameras in each transport compartment with digital storage capabilities.

12. The Marsh Creek Detention Facility (MCDF) is in the process of adding new deputy workstations inside the inmate dorms to increase supervision of the inmates. The workstations are slated for completion in June 2021.
13. A body scanner has been purchased for Intake at the MDF to provide a safer way to search inmates as they enter the Intake area. The scanner will limit weapons and contraband from being brought illegally into the facility. Delivery of the scanner is anticipated for Spring of 2021.
14. The WCDF Lobby bathroom remodel was completed in 2020. In 2021, the project continues with an upgrade the aide station to make for security and ADA requirements.
15. The Office of the Sheriff was awarded conditional State funding through Senate Bill 844 to undergo construction of a new West County Reentry, Treatment, and Housing Facility (WRTH) to be built within the secure perimeter of the existing West County Detention Facility campus. The purpose if this facility is to replace outdated beds, mitigate site deficiencies, and reduce overcrowding at the Martinez Detention Facility. The new facility will offer a robust array of reentry programs and provide behavioral health-based treatment for high security inmates with security classifications or special needs. Design Development for the project is expected to be completed in June 2021.
16. In 2020, the Custody Alternative Facility's (CAF) average daily population decreased by 5%. The bulk of the decrease in the average daily population was attributed to COVID. The pre-trial population increased approximately 9% over 2019. There was also an 11% increase in pre-trial alcohol monitoring. The CAF Work Alternative Program realized an 3% decrease in population over 2019.
17. In 2020, CAF worked with its Pre-Trial Services program partners in implementing a new pre-trial risk assessment tool. In 2021, CAF will continue working with its partners to refine and implement updated participant eligibility standards and program rules/regulations.
18. Bureau Command Staff continue to actively participate in the County's Community Correction's Partnership committee and sub-committees, to ensure appropriate management of the State's Realignment Initiative as well as sufficient budget allocations for required staffing needs.
19. The Custody Services Bureau continues to expand relationships with community partners who provide inmate rehabilitative services through education and transitional opportunities to the inmate population. Due to COVID no inmate programs are meeting in person; however, adaptations were made to continue services wherever possible.

20. Contra Costa County Office of Education has developed a distance learning program with expanded curriculum. Specialists created a video for custody staff to show inmates on the housing units the new school process and Game Plan for Success (GPS) process during Shelter-in-Place. Modified GPS program to be distance learning friendly, by creating 20 modules that can be completed in preparation for release. These modules cover needs identification, goal setting, and information about crucial needs upon release such as documents, benefits, housing, employment, etc. Inmates are referred to outside community partners based on the inmates needs assessment.

GPS accomplishments from inception January 1, 2020 thru Dec. 31, 2020

- 656 In-reach letters were sent to inmates
- 259 Participated in Pre-game, one on one and transition planning sessions were held with inmates
- 78 Inmate referrals were made to community-based organizations

SUPPORT SERVICES BUREAU:

1. The Office of Emergency Services (OES) actively collaborated on emergency planning with city and county partners. In addition, the OES provided training related to Emergency Management and Incident Command System functions. The OES actively participated in meeting with governmental and non-governmental partners and stakeholders to enhance emergency preparedness and response. This unit participated in over twenty-five exercises and training classes in 2020. The OES provided subject matter experts and technical support in the management of the Urban Area Security Initiative, State Homeland Security Grant and State Emergency Management Performance Grant programs to enhance emergency management activities throughout the operational area, the continued training of WebEOC emergency management software to OES personnel and allied county agencies. The OES hosted EOC operations trainings throughout 2020 that included both in-person and virtual Covid-19 safe operations.

In 2020 the OES maintained a full Emergency Operations Center activation in response to the impacts of Covid-19 on Contra Costa County. This three-month long EOC activation supported building up the County's capacity to address and response to the impacts this pandemic had on Contra Costa County. OES staff continued to engage and coordinate response operations with Contra Costa Health Services through-out 2020.

2. The Community Warning System (CWS) completed an Alert & Warning Plan that will serve as an Annex to the Emergency Operations Plan (EOP) that provides information about system capabilities and how and when the system will be used. Due to changing communications requirements from the FCC, the CWS changed the Caller ID that is used to send emergency phone calls. This change is expected to increase the effectiveness of phone calls made by the system. The CWS participated in multiple live activations throughout the county as part of virtual evacuation exercises to prepare for

wildfires. The Community Warning System continued to push outreach and engagement with virtual meetings and presentations and developed new web-based multimedia approaches to connect with residents while COVID restrictions were in place and halted in person presentations and meetings. The CWS Community Warning System personnel played an integral part of the EOC activation in response to COVID-19 and the transition to the new EOC building.

3. The Homeland Security Unit identified and processed 62 leads and incidents related to suspicious activity from the County Operational Area. In addition, the Homeland Security Unit assisted allied agencies with the processing of incidents within their jurisdiction, in order to maintain the flow of vital information from the local to the regional, state, and federal levels. This information is important not only to identify criminal and potential terrorist trends, but also assists in identifying potential gaps in protection that may require future grant funding as it becomes available. The Homeland Security Unit also provided training to law enforcement personnel to help ensure information related to violent extremism is recognized as such and reported to appropriate agencies. The Homeland Security Unit continued to work closely with other law enforcement agencies and critical infrastructure facilities.
4. The Homeland Security Unit is also responsible for serving as the Law Enforcement Mutual Aid (LEMA) Coordinator for the county. One of the tasks was to request, receive, store and disburse Personal Protective Equipment (PPE) to all law enforcement agencies within our county. The LEMA Coordinator also received and coordinated resource requests for law enforcement assistance in Solano, Butte, Santa Cruz and Napa counties due to significant wildland fires. The requests were for law enforcement functions in the evacuated areas, staffing fixed traffic control posts, door-to-door evacuations, the sUAS (drone) teams to map the burned areas from the fires and Search and Rescue missions to located missing persons or suspected deceased persons in those areas.
5. The Emergency Services Support Unit includes Mutual Aid support and Volunteer Services. The unit is an intricate part of the Office's ability to aid other law enforcement agencies throughout CA. Volunteer hours were limited in 2020 due to Covid-19 restrictions. Volunteers still played large roles in the support of sustained EOC activations and deployed to wildfires and missing persons events. Many of these deployments were related to requests from the California Office of Emergency Services (CalOES) for assistance with outside Search and Rescue operations. Other deployments included planned operations to support the Office of the Sheriff functions and community events. In 2020, over 400 volunteers donated more than 37,780 hours of service to the Office of the Sheriff and the citizens of Contra Costa County and the State of CA. The Office of the Sheriff values our volunteers and thanks them for their dedication and service to the Office and the community we serve.
6. The Forensic Services Division (FSD) continued to maintain its accreditation with ANAB

(American National Standards Institute National Accreditation Board) formerly known as American Society of Crime Laboratory Directors - Laboratory Accreditation Board International Standards Organization (ASCLD-LAB ISO) through a vigorous Quality Assurance program. A virtual audit was conducted by ANAB Assessors in August of 2020 and the results showed that the Lab is performing forensic analysis per our Policy and Procedures with no findings of non-conformities. FSD expanded the scope of accredited testing to officially include the LCMS in Toxicology and YSTR testing in Biology.

7. The FSD prepared for the above Audit by reviewing the entire Operation in terms of metrics (backlog, turnaround times, open cases) and by revising Policies and Procedures in each and every section throughout the year. In addition, the FSD conducted a thorough and exhaustive Internal Audit two months prior to the ANAB Audit.
8. The Lab completed 8124 Cases for examination (a total of 32,764 items of evidence) while at the same time implementing new instrumentation, equipment and methodologies. Some of the new equipment and processes include the following:
 - The Biology/DNA Unit purchased a Tecan Fluent robotic sample extraction instrument
 - The Biology/DNA Unit purchased two Qiagen EZ1 extractors
 - The Biology/DNA Unit purchased new freezers using Cal-OES Grant funding to replace freezers out of service
 - The Biology/DNA Unit completed the training of DNA analysts for Probabilistic Genotyping using STRMix, a mixture interpretation software
 - The Toxicology Unit purchased a new GC-MS to replace a failing, out of service GC-MS
 - The Toxicology Unit received OTS (Office of Traffic Safety) Grant funding for a 2nd LC-MS instrument to ensure operational efficiency as it applies to DUI and DUI-D cases.
9. The Biology/DNA Unit continued to meet the State AB 1517 legislation recommendation to test sexual assault evidence within 120 days of receipt. In 2020, the DNA Unit completed the examination of all sexual assault evidence within 30 days of receipt.
10. Both the Firearms Unit and the DNA Unit have recorded historic increases (20%) in requests submitted for examination and testing. Firearms was able to maintain their historic zero backlog, however, due to COVID-related issues, the DNA Unit struggled to keep up with demand. The FSD is in the process of hiring additional personnel to help mitigate this issue. Priority casework continues to be handled appropriately due in large part to the assistance of cross-trained individuals.
11. The FSD validated and began using DigitalOnQ in order to replace an aged Veripic

database for image storage.

12. Continued with the changes and improvements upon the policy and procedures for releasing Coroner's Reports to the public and death review teams. Changes have bolstered security concerns.
13. New database being written for Coroner's Division. The new database will be WEB based and provide the Coroner's Division a more updated and modern system, which will assist in our goal of going paperless. Database will go online in 2021.
14. COVID-19 planning and preparation has been executed very well. Only eight (8) Coroner Cases had decedents test positive for COVID-19 during 2020.
15. All Coroner's Division staff have remained healthy and no staff contracted COVID-19 during 2020.

IV. CHALLENGES:

INTERNAL TO SHERIFF'S OFFICE

1. Increase staffing levels to allow for lower response times to calls for service in unincorporated communities throughout the County.
2. Continue to provide a high level of service despite economic and staffing challenges.
3. Continue to identify and acquire grant funding to expand homeland security and anti-terrorism posture and response capabilities.
4. Continue to explore opportunities to provide pre-employment background, communication, and forensic services to outside agencies to enhance revenue streams.

INTERNAL TO COUNTY OPERATION

1. The Office of the Sheriff was awarded \$70,000,000.00 in State funding to replace 288 outdated and overcrowded jail beds at the Martinez Detention Facility. The new facility will be constructed within the existing perimeter of the West County Detention Facility. The new facility will dedicate over 22,000 sf exclusively for programs and services. It will include a 96 bed Behavioral Health Unit, a Child Visiting Center, a Vocational Services Unit, and a Reentry Services Unit. An additional 16,000 sf will be dedicated to outdoor recreation space. The Behavioral Health and Reentry Services Unit will provide an integrated array of trauma-informed, evidence-based, gender-responsive rehabilitation, reentry, and vocational services, carefully matched to client need. These approaches reflect national best-practices for jail improvement initiatives.
2. Become an active partner in the County's Mental Health Evaluation Team (MHET) to reduce violent law enforcement encounters with the mentally ill by working together with

County Behavioral Health specialists to increase mental health services and thereby decrease the incarceration rate of the mentally ill.

3. Secure additional funding to increase patrol staffing levels to meet the community's rising demand for police services throughout unincorporated Contra Costa County.

V. PERFORMANCE INDICATORS

ADMINISTRATION:

1. **TARGET:** Continue to monitor and control expenditures to ensure fiscal solvency while navigating through erratic economic trends.

OUTCOME: Successfully met budgetary challenges through tight expenditure controls, attrition, and prudent hiring practices throughout the Office. Important to acknowledge all Office employees for their dedication and commitment to ensure quality service levels were maintained during these challenging budgetary times.

2. **TARGET:** Fill all Deputy Sheriff vacancies with the most highly qualified candidates.

OUTCOME: Processed over 1,100 applications. The stringent evaluation and selection process ensured that the most qualified candidates were employed.

3. **TARGET:** Continue focus of recruiting efforts during the initial testing process to maximize upon the existing interest of candidates looking for entry into the Law Enforcement field. Introduce a week-day test cycle accessible to those who may not be available during the weekend cycle for Deputy Sheriff-Recruit testing. Maintain contact with those applicants who may not meet the minimum standards in the Oral Interview phase of the hiring process and encourage them to re-apply.

OUTCOME: This will further increase diversity within the Office of the Sheriff combined with candidates who have a vested interest in working within their own local community, better representing the communities we serve while offering a larger pool of viable candidates to choose from.

4. **TARGET:** Ensure all safety committee positions are filled and ensure the Injury Illness Prevention Program procedure manual is reviewed and updated as needed. Complete and implement final Aerosol Transmissible Disease program and review / update Respiratory Protection Equipment policies.

OUTCOME: This will enhance communication, prevent injury & illness, and mitigate injuries as they occur.

5. **TARGET:** Complete all previous records identification and review related to prior and current SB 1421 requests to provide proper media response to all media inquiries involving the Office of the Sheriff with appropriate legislative transparency requirements.

OUTCOME: This will help to provide a clear, consistent, and accurate message from the Office of the Sheriff to the public, through both traditional media and social media forums.

6. TARGET: Increase our Recruiting Unit's social media presence by regularly posting Pellet B testing dates available only to applicants to the Deputy Sheriff- Recruit position to generate interest and make initial contacts with potential candidates.

OUTCOME: Social media is essentially free advertising for our agency. Increasing our presence on these existing sites will undoubtedly increase the number of viable candidates applying to our agency and provide necessary time frames to establish rapport with candidates for both applicational and referral interest.

7. TARGET: Increase the number of recruiting events attended by our Recruiting Unit over the year as social distancing requirements allow and invite other deputies, especially those in specialized assignments, to attend as additional ambassadorship for the Office of the Sheriff.

OUTCOME: The more visible presence our Recruiting Unit has at traditional and non-traditional recruiting events will help to ensure an increase in the number of viable candidates applying to our agency.

8. TARGET: The Academy will implement radio communication training for recruits on all practical days.

OUTCOME: This will be accomplished by having all recruits carry a simulated patrol radio with them throughout the training day. All recruits will be assigned their own call sign. RTO's and the Academy Coordinator will act as dispatchers and raise specific recruits "over the air" in attempts to simulate a detail call or other radio communication. This will greatly increase the development of their "radio ear" and make them more comfortable using a radio.

9. TARGET: The Academy will seek to complete the POST audit (BCCR) with no "non-compliance" issues and as few recommendations as possible.

OUTCOME: Have all staff and instructors familiarize themselves with their duties and POST regulations and requirements, so interviews with POST auditors are exemplary. Prepare LETC grounds and all outside training grounds to pass all inspections with ease.

10. TARGET: The Academy will add a security camera system for the facility. This will be in addition to working with the City of Pittsburg to complete some needed repairs and upkeep to the building.

OUTCOME: Research cost and feasibility of adding a camera system to the existing security system at the LETC.

11. TARGET: Implement a new Virtual Reality Force Options Simulator system.

OUTCOME: This will provide the Sheriff's Office a new state of the art virtual reality training system that will be used for Use of Force and De-Escalation training.

12. TARGET: Organize a 3-day Team Building Workshop to be held this year.

OUTCOME: Provide an environment for representatives from different areas of the Sheriff's Office to address issues within the organization and implement ways to address them.

13. TARGET: Implement an improved way to broadcast (live-stream) Award Ceremonies and Oaths of Office to members of the Sheriff's Office.

OUTCOME: The Training Division will be able to stream high-quality audio and video of Oaths of Office, Award Ceremonies, or any important functions to its employees.

FIELD OPERATIONS BUREAU:

1. TARGET: Increase staffing levels by filling Bureau position vacancies to reduce forced overtime in the patrol division.

OUTCOME: Patrol beats and resident deputy positions have been filled at all station houses with deputies or voluntary over-time/fair-share over-time for better coverage for all unincorporated areas of the county.

2. TARGET: Reduce crime by taking a pro-active and direct enforcement approach to policing in unincorporated areas of Contra Costa County.

OUTCOME: During 2020, the Office of the Sheriff received a total of 10,253 reports within the unincorporated areas of Contra Costa County. This number shows a decrease over the previous four-year average of 12,406. Also, there were 2,366 Select Crimes in 2020, which represents a 18% decrease from the previous four-year average of 2870.

3. TARGET: SHSGP 2020 Grant funding for the installation of ALPR cameras for the eastern area (Marsh Creek Road) of Contra Costa County.

OUTCOME: \$164,625 dollars in funding has been secured to for ALPR cameras in the area of Marsh Creek Road to assist in investigations.

4. TARGET: Deploy additional drones in patrol and SWAT Team interior drones.

OUTCOME: Two new drones have been deployed in the patrol division over the last year and grant funding for SWAT Team interior drones has been secured.

5. TARGET: Increase performance levels of Air Support and Marine Services Units.

OUTCOME: Both the Marine Services and Air Support Units made significant progress in increasing performance levels across their mission profiles. All members of the Marine Patrol Unit participated in advanced maritime training provided by the Division of Boating and Waterways and the Maritime Law Enforcement Training Center. The Air Support Unit conducted quarterly training with Unit personnel, Search and Rescue volunteers and SWAT members to increase safety and efficiency. Continued training

6. TARGET: (Marine Patrol and Air Support) - Continue to enhance public safety by patrolling our many critical infrastructures, supporting search and rescue operations, assisting vessels in distress, locating missing persons, and assisting ground units in the detection and arrest of law violators.

OUTCOME: Marine Patrol continued to patrol the 250 linear miles of shorelines of the County. The Unit responded to 2365 calls for service, generated 241 reports, wrote 92 citations, and made 49 arrests in 2020. The Air Support Unit received 1040 for service, responded to 358 outside assist calls, assisted with 61 pursuits and 93 arrests, and logged 318 flight hours.

7. TARGET: Enhance the safety and tactical readiness of the Marine Services Unit and its employees who often work in isolated conditions.

OUTCOME: To enhance safety and tactical readiness, we continually have deputies attend Department of Waterways approved training to enhance their skillset in dealing with boating related offenses under isolated conditions.

8. TARGET: Modify the community events hosted by the Office of the Sheriff Community Services Unit to online formats to continue outreach throughout the Covid-19 pandemic.

OUTCOME: During 2020, the Community Services Unit modified existing programs to virtual web-based formats in light of the Shelter-in-Place orders. The Citizen's Academy began with six sessions of in-person meetings. The academy was placed on hold when the Shelter-in-Place was initiated, and the remaining three sessions were presented on Zoom during October and November. The Community Services Unit facilitated six virtual Neighborhood Watch meetings and four virtual "Coffee-with-a-Deputy" events, focused on each Patrol Station House.

9. TARGET: To increase the convenience of services provided by the Civil Unit with increased hours.

OUTCOME: The Civil Unit initiated a modified schedule for employees, allowing for extended business hours open to the public. The late hours on Tuesdays and Thursdays were extended through 2020.

10. TARGET: Increased technology for investigations.

OUTCOME: In 2020, the High-Tech Crimes detectives increased their capabilities to access mobile devices for criminal investigations. This technology is utilized during investigations of felony crimes throughout the Investigation Division.

11. TARGET: Aggressively and effectively investigated and closed all crimes in a thorough and professional manner.

OUTCOME: The Homicide Unit investigated fifteen cases in 2020, including five murders, five deaths occurring in Office of the Sheriff jail facilities, and five suspicious death cases. Thirteen of the cases were solved and two of the cases remain under investigation.

SUPPORT SERVICES BUREAU:

1. TARGET: Continue to support operational area and regional law enforcement agencies during the Covid-19 response.

OUTCOME: The division support both Sheriff's Office personnel and its law enforcement partners as needed. Emergency Services will work closely with County Health Services to obtain the latest information and prepare for future Covid-19 related needs.

2. TARGET: Continue to facilitate the flow of information regarding potential violent extremism from local agencies and facilities to the regional, state, and federal levels of law enforcement by building and maintaining positive relationships with allied agencies, critical infrastructure sites, and the public.

OUTCOME: Homeland Security continues to consistently meet with local critical infrastructure security managers to assist with security concerns and operational partnerships. Homeland Security is working with partners to better understand concerns about the use of "drones" near critical infrastructure.

3. TARGET: Continue to enhance emergency operational readiness.

OUTCOME: The Office of Emergency Services moved into a new state of the art Emergency Operations Center in 2020. OES staff developed EOC systems and trained outside EOC staff to work in the EOC. The OES participated in multiple trainings and exercises to enhance our capabilities in response to emergencies (natural or man-made disaster) in 2020 and will continue in 2021. The Office of Emergency Services through collaborative planning efforts with multiple jurisdictions will continue to increase the Op Areas Emergency Management capabilities including the development and deployment of WebEOC emergency management software. Additionally, the Office of Emergency Services will be hosting the California Specialized Training Institute (CSTI) EOC Operations Training and Exercise in 2021, with an emphasis on urban wildfire preparedness and response.

4. TARGET: Continue to support the Operational Area and Regional law enforcement agencies with requests from both the operational area and the Regional Mutual Aid Coordinator.

OUTCOME: The division will broaden training of Emergency Operations Center (EOC) staff, volunteers, and other stakeholders as well as be capable of responding to mutual aid requests.

5. TARGET: Continue to increase the number of volunteers in the Volunteer Services Unit while improving the efficiency of their roles within the organization.

OUTCOME: The Emergency Services Support Unit will emphasize recruitment and outreach efforts. Additional opportunities for volunteers will be explored to increase their presence and support of the Office of the Sheriff.

6. TARGET: Continue Community Warning System (CWS) virtual outreach on a large scale to reach and engage with as many residents as possible.

OUTCOME: The CWS will enhance and adjust outreach materials and efforts to all community members through increased targeted multi-media and virtual meetings with the goal of increasing community engagement in and registrations for the Community Warning System.

7. TARGET: The Forensic Services Division will continue to provide accurate scientific services that meet the needs of the Sheriff's Office and local Law Enforcement agencies in the most efficient and effective manner possible.

OUTCOME: Forensic Services received over 8288 requests for service from over 26 law enforcement agencies during calendar year 2020. The FSD completed 8124 Cases in 2020 totaling approximately 32,764 items of evidence tested. Improvements throughout the course of 2020 included changes in workflow in each and every section as well as the acquisition of new instrumentation, equipment and methodologies. Discoveries and testimonies are critical services that the Division provides and, in all cases, positive feedback from the Courts has been received throughout 2020.

8. TARGET: The FSD will be audited by ANAB (ANSI National Accreditation Board) is scheduled for an on-site audit in August 2021. An Internal Audit will be initiated in June 2021.

OUTCOME: The FSD will ensure that all requirements will be met. The preparation will include an Internal Audit typically held two months before the ANAB Audit. A review of Policies and Procedures associated with the examination of forensic evidence, any new accreditation requirements and timelines for completion will be conducted. Accreditation is required for forensic labs throughout the country in order to access Federal and State

databases such as CODIS and AFIS as well as Federal and State Grants. There are currently 409 Crime Labs in the United States and 88% are accredited.

9. **TARGET:** The FSD is committed to providing best practices in all disciplines and aspects of Forensic Science for the SO. The FSD is continues to work with FOB Patrol and Detectives on a monthly basis with updated training and best practices as it applies to crime scene response, evidence collection and an overview of the FSD services. These updates continued to be presented at line-up trainings and virtual trainings.

OUTCOME: The FSD will provide training to the Investigations Division through the participation of DNA Supervisors for assistance in all matters regarding evidence recognition, the DNA process, mixture interpretation, CODIS and confirmation process.

10. **TARGET:** Continue to provide the necessary resources to investigators in the Coroner's Division and information to deceased persons' relatives regarding cause of death.

OUTCOME: The Coroner's Division has investigated 7107 cases, performed 603 autopsies, and conducted 190 inspections during calendar year 2020.

CUSTODY SERVICES BUREAU:

1. **TARGET:** Manage the influx of former State Prison inmates to County Detention facilities, and newly sentenced inmates with lengthier sentences in those facilities, as a result of the CA State Department of Corrections and Rehabilitation's Realignment Initiative, commonly known as AB 109. The Office is an active member of the County's Community Correction's Partnership, which is a committee tasked with managing the impact of AB109 and its desired outcomes; ensuring that monies tied to this Initiative are allocated accordingly to maximize a successful transition.

OUTCOME: The Office is successfully managing the realignment and its impact – increasing per budget allocations from CCP and enhancing facilities' capabilities through renovation of existing structures and resources. The increase in the inmate population carried with it an increased demand for "special needs" housing for inmates with gang affiliations, medical needs, and other specialized classification levels of the inmate. The influx of special needs inmates impacted the availability of maximum-security bed space as these inmates were originally thought to be classified to participate in either a home detention program or housed in a medium to minimum secure facility.

2. **TARGET:** Expand existing programs and improve education, knowledge, and skill level of inmates to reduce recidivism, as well as seek to improve mental health efforts that best assist inmates with special behavioral needs.

OUTCOME: Program Services continue to partner with qualified and approved programs to ensure compliance with the State AB 109 Initiative and compliance with the mandate to assist inmates with transitional services back into the community. Expanded course offerings continued through the School's program, a pre-release transitional specialist works with members of the County's Community Correction's Partnership to bridge the

gap between incarceration and release. The Office of the Sheriff continues to work with mental health professionals and organizations both within and outside of detention settings to establish best practices for assisting inmates who require specialized behavioral health needs.

3. TARGET: Complete on-going capital projects directly associated with deferred maintenance at the detention facilities.

OUTCOME: Many major projects completed in the three detention facilities. Others have been identified and/or are on-going. Continuing to seek funding streams that meet the ever-increasing costs of these deferred maintenance projects is at the crux of this objective.

4. TARGET: Continuous collaboration with the Health Services Department for the expansion and improvement of quality of mental health and medical care for the inmate population at all facilities.

OUTCOME: CSB continues to review and update policies and procedures to reflect best practices regarding inmate care and suicide prevention. Many facility upgrades and staffing models were implemented to meet the medical and mental health needs identified in the collaboration.