

# OFFICE OF THE SHERIFF PERFORMANCE MEASURES 2018

## 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: \$23,974,058

FTE: 56

### B. PATROL DIVISION

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

BUDGET: \$52,387,464

FTE: 220

### 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: \$13,397,895

FTE: 54

### 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: \$18,738,275  
FTE: 101.0

**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: \$14,766,393  
FTE: 64.5

**F. CORONER DIVISION**

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

BUDGET: \$3,298,496  
FTE: 9.0

**G. EMERGENCY SERVICES DIVISION**

This division provides assistance to emergency response agencies, governmental agencies and the general 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: \$7,231,489  
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: \$84,868,262  
FTE: 388

**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: \$20,852,921  
FTE: 119

**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: \$1,755,907  
FTE: 7

**K. DEPARTMENT DATA**

BUDGET: \$241,271,160  
FTE: 1034.5

<b>CLASS</b>	<b>ALLOCATED POSTIONS</b>
<b>SWORN:</b>	
Administration	7
Professional Standards	3
Field Operations	269
Custody Services	363
Support Services	35
<b>GENERAL:</b>	
Administration	23
Professional Standards	5
Field Operations	36
Custody Services	138
Support Services	155.5
<b>TOTAL AUTHORIZED POSITIONS:</b>	<b>1034.5</b>

### **III. ACCOMPLISHMENTS**

#### **ADMINISTRATION:**

1. Processed over 2,627 employment applications for deputy sheriff recruit positions, testing over 974 candidates and subsequently hiring 26 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 1 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 2018, recruiters participated in 30 special recruiting events throughout California which included career fairs, other law enforcement academies, college campuses, military centers, and various community events. In addition, the Recruiting Unit updated our recruitment brochures, added "take one" brochure stands in strategic locations throughout our county, and added internet applicant searches to our existing recruitment process.
3. In 2018, the Background Unit processed 467 candidates, 255 of which were applicants for sworn Deputy Sheriff- Recruit positions. We hired 43 Deputy Sheriffs (Recruit, Lateral, Per Diem, and Reserve) and 5 Dispatchers in 2018. The Background Unit conducted a total of 204 polygraph examinations.
4. The Public Affairs Unit was involved in many major projects during 2018, to include the research and development of a storyline for our upcoming recruiting video. The Unit also planned and is executing an updated Academy video to educate incoming recruits on the Academy process. A West County Detention Facility video was created to be shown to inmates being housed in 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 being housed there. In 2018, the Public Affairs Unit was heavily involved in handling media inquiries for the Office of the Sheriff. The Unit 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 conducted a total of 139 Public Record Act requests and submitted a total of 49 U-Visa Certification requests in 2018.
6. The Academy implemented an 8-hour block of Procedural Justice instruction. All recruits who graduate will have the course completed prior to heading off to their respective agencies. This especially helps the Sheriff's Office, since all Deputies will have the training irrespective of when they come on line.

7. The Academy reacquired the use of the Camp Parks Leadership and Reaction Course and certified staff members as proctors for the course. The course had not been used for several classes due to lack of proctors and site conditions.
8. The Academy acquired 70 new laptop computers (through LMC) for recruit testing. This replaced the outdated laptops, which were having many connectivity and technical issues.
9. The Academy added an additional 8 hours of Use of Force (LD 20) instruction. Much of the instruction and time is devoted to additional exposure to the Force Options Simulator.
10. The Academy restructured LD 37 (People with Disabilities) to incorporate 8 hours dedicated to Crisis Intervention and De-escalation Techniques.

#### **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. Complete the buildout of the new Delta Station at Brentwood PD and the successful move of Delta Station operations to the space at Brentwood PD. This will improve Delta Station operations and community service.
3. 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.
4. Acquired advanced analytical technology needed to predict, analyze, and effectively respond to crime patterns, series and trends.
5. Enhanced services to the community by placing emphasis on staffing our specialized units. Created and implemented new programs that build stronger bonds between the Office of the Sheriff and the citizens we serve.
6. Continue to participate in a joint task force with the FBI to identify, target and prosecute Transnational Criminal Organizations who are involved in criminal activity.
7. Received \$738,249 financial aid from the California State Parks Division of Boating and Waterways as well as a \$117,000 Boating Safety Enforcement Equipment grant for updating dive equipment and a \$28,113 grant from the FY 2018 Port Security Grant Program to repair a maritime fire pump on a Marine Patrol vessel.

8. Moved forward with the acquisition process to expend \$110,000 FY 2016 Port Security Grant Program funds (including 25% matching funds) to purchase a towed array sonar system for Marine Patrol.
9. The small Unmanned Aerial Systems (sUAS) team was expanded to support the Air Support Unit in the protection of lives and property for the citizens of the county. The sUAS supports first responders by providing an aerial perspective of a scene and detect dangers, locate persons or property, which would otherwise be not seen. The team also participated in Mutual Aid callouts to wildfire disaster areas to assist with damage assessment mapping as well as the 2018 Urban Shield Full Scale Exercise.
10. Enhanced services to the community by placing emphasis on staffing our specialized units. Created and implemented new programs that build stronger bonds between the Office of the Sheriff and the citizens we serve.
11. Secured funding for a new full body x-ray machine with trailer (mobile x-ray) to aid in the determination of cause of death by contracted forensic pathologists with possible use in the field.
12. Secured three individual contracts for independent pathologists when the Forensic Medical Group (FMG), whom we contracted with, went out of business.

#### **CUSTODY SERVICES BUREAU:**

1. In 2018, there was a 3% increased demand for "special needs" housing for inmates with gang affiliations and other specialized classification levels. In the past year, there was an increase in protective custody (P.C.) inmates and a drop in administrative segregated inmates. The category of medical and mental health inmates increased 27%. A contributing factor for this rise is from the development of a more in-depth screening process (classification matrix) of arrestees when arrestees are first booked into the Martinez Detention Facility (MDF). The new classification matrix was implemented in June of 2018 and is continually being reevaluated to meet the needs of the security of all facilities, staff and inmates. Toward the end of 2018, there was a large temporary movement of Protective Custody inmates from the MDF to the West County Detention Facility (WCDF) due to construction at the MDF. The new classification matrix was used to determine the classification of inmates to be sent to WCDF. The population at the Marsh Creek Detention Facility (MCDF) has also increased with help from the new classification matrix.

Inmate bookings in 2018 dropped 3% from 2017 as did the Average Daily Population (ADP) by 10%; however, there was an increase of 10% in the ADP at the Custody Alternative Facility. There are two contributing factors for the decrease in the ADP at the detention facilities and the increase at CAF. The decision to stop housing the

Immigration and Custody Enforcement (ICE) inmates decreased the physical daily population at WCDF. Furthermore, the cash bail reform initiative continues to have an impact on the increase of bookings being transferred from the detention facilities to the Custody Alternative Facility. The increase in population at CAF was affected by the placement of pre-trial Electronic Home Detention participants (EHD).

2. There are on-going improvements to enhanced mental health evaluation and screening at the MDF. Two private interview rooms are under construction in Intake for mental health screening during the booking process. The rooms will be up and running in February of 2019. Furthermore, a new mental health questionnaire during the screening process has been implemented by mental health staff.
3. The Martinez Detention Facility is in the process of a full remodel of F module, to include new flooring, lighting, plumbing, paint and bunks. The project is slated for completion in April of 2019. In 2018, the cafeteria flooring was replaced. In 2019, new flooring will be installed in the main hallway and throughout operations.
4. MCDF completed the replacement siding projects for the inmate dorms, medical building and the chapel in 2018. Currently the floors in the restrooms and shower on E dorm are being repaired. In 2019, the fire break around the facility perimeter will undergo improvements due to lessons learned during the "Marsh" fire in 2018.
5. The Office of the Sheriff was awarded 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 of 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 April 2019.
6. The West County Detention Facility is continuously improving the security to both the interior and exterior of the facility. Currently, the exterior perimeter infrared and optical security systems are being upgraded along with the asphalt pathway which runs the length of the perimeter. The installation of improved security cameras throughout the facility is projected to begin in 2019. There is continued progress with the planning and development of the WRTH project which will expand the facility's ability to provide expanded programs to assist inmates with transitional services back into the community.
7. Throughout 2018, CAF personnel continued to work with the Pre-Trial Services group to provide electronic home monitoring for high-risk pre-trial inmates. CAF staff met with criminal court judges to streamline the court referral process and update the court on the opportunities provided by an alternative sentence. CAF, with the assistance of the Fiscal Unit, transitioned from purchase orders into new service contracts for Alcohol Monitoring

Services, Attenti, and Redwood Toxicology. CAF personnel are working on updates to all CAF related documents. CAF will continue to focus on annual policy and procedure review and update.

8. In 2018, Bureau Command Staff continued to work with the Office of Reentry and Justice and its partners for the development and implementation of an effective Custody Alternative Facility (CAF) procedural manual, admittance application, and financial assessment worksheet.
9. 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.
10. With the decision to no longer participate in the ICE program, the progress to increase / improve educational programs for inmates transitioning into the community continues to move forward by providing more educational opportunities and space for the programs.
11. 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.
12. The Custody Services Bureau held two job fairs for the incarcerated population. Job fairs were held on April 18<sup>th</sup> at the West County Detention Facility and on August 30<sup>th</sup> at the Marsh Creek Detention Facility. Seventeen vendors from different companies and trade unions provided information to over 150 inmates about their job opportunities. The vendors were:

- Carpenters Local Union 152
- Workforce Development Board
- Checkr
- Michael's Transportation
- 70 Million Jobs
- Whole Foods Market
- United Association of Plumbers and Steamfitters Local 159
- Homebridge
- International Union of Operating Engineers Local 3
- International Union of Painters and Allied Trades
- Surplus Service
- Contra Costa County Human Resources
- The Reentry Network
- Diablo Valley College
- Honey Bucket
- Ironworkers Union Local 378



## **SUPPORT SERVICES BUREAU:**

11. The Office of Emergency Services (OES) actively collaborated on emergency planning with city and county partners. The Emergency Services Division also hired an Emergency Planner to fill a vacancy. 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 2018 and played a significant role in the regional emergency exercise, "Yellow Command." The OES provided subject matter experts and technical support in the management of Urban Area Security Initiative, State Homeland Security Grant and State Emergency Management Performance Grant programs to enhance emergency management activities throughout the operational area, which included the continued training of WebEOC emergency management software to OES personnel and allied county agencies.
12. The Community Warning System (CWS) completed a full transition of all system operators to a new activation platform. This included CWS staff for public notification, other Sheriff's Office groups using the system for call-outs and the six petrol and chemical refineries connected to the CWS. The CWS also developed a new website to provide more information about the interaction with the system. Additionally, the CWS conducted a large scale public test of the TENS (Telephone Emergency Notification System) to test the system's performance of phone, text, and e-mail capabilities.
13. The Homeland Security Unit identified and processed 133 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.
14. The Emergency Services Support Unit includes Mutual Aid and Volunteer Services. The unit is an intricate part of the Office's ability to aid other law enforcement agencies throughout CA. Volunteers were called out and deployed to over 128 events in 19 counties. 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 2018, over 450 volunteers donated more than 55,000 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.

15. Forensic Services Division continued to maintain its accreditation with ANAB (ANSI-ASQ 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. An on-site audit was conducted by eight ANAB Assessors in July of 2018 and the results showed that the Lab is performing forensic analysis per our Policy and Procedures with no findings of non-conformities.
16. The Lab completed over 7900 Cases for examination (a total of 30,107 items of evidence) while at the same time implementing new instrumentation, equipment and methodologies. Some of the new equipment and processes include the following:
  - a) Y-STR testing: a DNA analytical method that allows for male DNA testing; including validation and competency processes.
  - b) Grant funding by OTS for the drugs, alcohol and toxicology Lab. Over \$750,000 in total for two new GC-MS instruments and an LC-MSMS instrument in the toxicology unit to provide greater capabilities for DUI-D investigations.
17. The DNA Unit continued to meet the State AB 1517 legislation recommendation to test sexual assault evidence within 120 days of receipt. In 2018, the DNA Unit completed the examination of all sexual assault evidence within 30 days of receipt.
18. Both the Firearms Unit and the DNA Unit have recorded historic lows for backlog and turnaround times while tripling the number of requests submitted. This accomplishment was achieved through a combination of workflow improvements, setting project deadlines and the assistance of a Grant funded technician (DNA Unit) as well as ATF assistance (for NIBIN backlog).
19. The FSD continued the rollout of the Property and Evidence Improvement Project which included the installation, training and additional updates for patrol, courts and the jails for the SO.
20. The revision of SO Policies 1.06.03 and 1.06.35 merged to one policy 1.06.03. This project involved input from all staff as to best practices for evidence collection, packaging and booking into Property. The new Policy established a Guidance Document for Evidence Packaging which provided all SO members with clear examples of best practices.

21. The In-Service Training Unit provided 612 hours of Advanced Officer instruction to Office of the Sheriff personnel
22. Purchased and distributed flashlights, electronic weapon systems, and gun safes to all sworn employees. Replaced sights and recoil springs on the majority of department-issued firearms. A portable "SIM" shoot house was erected at the Range.
23. Developed a Pursuit Training Module in the Learning Portal for managers. Provided Procedural Justice training for managers and supervisors. A Crisis Intervention and De-escalation course was approved by POST and Field Training Officers from agencies throughout the region and personnel within the Office of the Sheriff received this training during 2017.
24. Implemented a cost-neutral transition from paper-copy binders to digital tablets issued to each recruit. This allows the recruits to type reports, download and easily reference course materials, and appropriately incorporate current technology into the Basic Academy program.
25. Revised the Academy Lifetime fitness program to include increased emphasis on mobility, recovery, correct technique during exercise, nutrition and more effective programming based on functional, compound movements. These methods have increased student knowledge about lifetime fitness and decreased injuries incurred during physical training.

#### **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 416 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 2,600 applications. The stringent evaluation and selection process ensured that the most qualified candidates were employed.

3. **TARGET:** Focus recruiting efforts to attract a diverse candidate pool to enhance our existing work force and increase the number of viable candidates applying to our agency.

OUTCOME: This will increase diversity within the Office of the Sheriff, better representing the communities we serve, and provide for 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.

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

5. TARGET: Provide prompt and proper media response to all media inquiries involving the Office of the Sheriff.

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.

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.

7. TARGET: Increase the number of recruiting events attended by our Recruiting Unit over the year.

OUTCOME: The more 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 introduce body-worn cameras for recruits to wear at specific times throughout the Academy.

OUTCOME: Approximately 70 cameras are being purchased through an LMC grant. Academy policy will be amended to include the guidelines for camera use.

9. TARGET: The Academy will move to a paperless recruit file system beginning with the graduation of Class 187, in the spring of 2019.

OUTCOME: The brunt of the workload, which will require scanning of recruit files, will be handled by the Recruit Training Officers. Technical Services will be advised of the additional data storage needed, which is expected to be minimal.

#### **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 over-time for better coverage for all unincorporated areas of the county.

2. TARGET: Delta Station relocation to Brentwood PD.

OUTCOME: Brentwood PD has been approved and the build out is tentatively scheduled to start in mid-February 2019 and be completed in six to twelve weeks. Delta Station is in the process of planning the logistics of the physical move.

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

OUTCOME: During 2018, the Office of the Sheriff received a total of 12,522 reports within the unincorporated areas of Contra Costa County. This represents a 1% increase over the previous four-year average of 12,380. Also, there were 2,715 Select Crimes in 2018, which represents a 13% decrease from the previous four-year average of 3,117.

4. TARGET: StarChase Systems limited deployment in the Patrol Division to supplement patrol personnel during vehicle pursuits.

OUTCOME: StarChase Systems have been deployed as a pilot program at Muir Station with success. The use of the StarChase System throughout the patrol division is being evaluated and considered.

5. TARGET: Deploy Active Shooter Response Bags to the Patrol Division.

OUTCOME: Active Shooter Response Bags have been deployed in the Patrol Division and the associated training has been provided during firearms training.

6. TARGET: Updating and stream lining Community Services Unit information on our Website, to show the Community the different areas the unit covers. Some of the areas we cover are Neighborhood Watch, Youth Academy, Citizen Academy and RadKids.

OUTCOME: During 2018, the Community Services Unit updated their website page on the Office of the Sheriff Site. In updating the site, they our able to get upcoming events information posted about the various academies and crime prevention information that is offered. They will be able to stream line the application process and receive requests through a designated E-mail.

7. TARGET: To increase the amount of activities the Office of the Sheriff Community Services Unit is involved with.

OUTCOME: During 2018, the CSU staff assisted with the a new “Stuff a Cruiser” program by making Flyers, banners and attending the event. They participated in” Shop with the Sheriff” by shopping for 9 children. All these were very successful events. They are continuing to create flyers for movie night, Coffee with a Deputy and Back to School Stuff a cruiser, which they will be attending.

8. TARGET: Making improvements to the Civil Unit and Warrant Services Unit.

OUTCOME: The Civil Unit is still using the Teleosoft system and continues to make updates as needed. The Civil Unit made internal office space changes to make better use of our space. The Civil Unit is more efficiently staffed and has assigned areas of responsibilities, but everyone is being cross-trained, so they know the other areas of responsibility to take over if needed. The Civil Unit is working on a POST class that will teach law enforcement professionals how to better handle civil calls while on patrol.

9. TARGET: Secure additional funds to address quality of life issues in the unincorporated areas of Contra Costa County.

OUTCOME: Secured over \$100k in Prop. 56 funding to enforce tobacco laws and prevent underage use of tobacco products. Secured \$62,500 in ABC funding to enforce alcohol laws, licensing, and prevent underage use of alcoholic beverages. Secured \$15,000 in funds to enforce the eradication of illegally grown cannabis.

Special Investigations Unit investigated 606 drug related cases and seized approximately \$207,000 in cash.

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

OUTCOME: The Homicide Unit investigated 28 cases during 2018. These cases totaled 29 victims of murder, officer involved shooting, fatal officer involved traffic accidents, and suspicious/unknown deaths. 27 of these cases were solved.

11. 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, Fire Rescue personnel, Search and Rescue volunteers and SWAT members to increase safety and efficiency. A joint ASU/SWAT, two-day training exercise is being planned for 2019 to be conducted at the Fort Ord Urban Terrain Training Center in Monterey.

12. 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 2,080 calls for service, generated 303 reports, wrote 413 citations, and made 61 arrests in 2018. The Air Support Unit received 1,467 calls for service, responded to 385 outside assist calls, assisted with 48 pursuits and 138 arrests, and logged 430 flight hours.

13. 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 had two deputies participate in the Advanced Maritime Officer Course and two deputies attend the Preventative Radiological/Nuclear Detection course. The Office of the Sheriff purchased and commissioned a new shallow water rescue vessel to improve our ability to access stranded boaters. All unit personnel attended a one-week Personal Watercraft Rescue Course in Sacramento, sponsored by the Division of Boating and Waterways. The unit also had automatic Man Overboard Cutout switches installed on each vessel. Additionally, the Los Vaqueros deputy was outfitted with a new vehicle and will have a safe installed in the main Watershed Office located on Walnut Boulevard.



## **SUPPORT SERVICES BUREAU:**

1. **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.

2. **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 7800 requests for service from over 26 law enforcement agencies during calendar year 2018. The FSD completed 7975 Cases in 2018 totaling over 30,000 items of evidence tested. Improvements throughout the course of 2018 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 2018. The Digital Evidence Unit was received accreditation through ANAB in 2018 and continues to provide digital and audio enhancement for all LEAs within the County.

3. **TARGET:** The FSD will be audited by ANAB (ANSI-ASQ National Accreditation Board is a US-based non-governmental standards organization known for providing ISO accreditation services to manufacturers, laboratories and other public and privately held organizations/ companies), the new accreditation requires a transition to ISO 17025/2017 in 2019). The off-site audit is scheduled for August 2019.

**OUTCOME:** The FSD will ensure that the transition from ISO 17025/2005 to ISO 17025/2017 is completed within the time period prior to the off-site audit. This will include revisions in numerous Policies and Procedures associated with the examination of forensic evidence, new accreditation requirements and timelines for completion of each step of the transition. 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.

4. **TARGET:** The FSD is committed to not only providing the highest quality of service but also to accomplishing this task efficiently and effectively. To that end, the Lean Six Sigma Project which is currently funded through the NIJ Efficiency Improvement Grant, will be implemented in 2019.

**OUTCOME:** The FSD will provide Biological and DNA examination results through the recommendations of the Lean Six Sigma Project. The recommendations will take effect throughout 2019 and will be shared through other disciplines within the Division.

5. **TARGET:** The FSD is committed to providing best practices in all disciplines and aspects of Forensic Science for the SO. The FSD is currently working with FOB Patrol in order to explore the assignment of a CSI staff member 1-2 times/week in order to observe and provide best practices as it applies to crime scene response and evidence collection.

**OUTCOME:** The FSD will assign a CSI staff member to FOB for assistance in all matters regarding evidence recognition, preservation, collection, packaging and booking.

#### **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.