

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: \$27,450,575

FTE: 47

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: \$59,304,897

FTE: 262

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: \$14,780,958

FTE: 56

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: \$20,703,433

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: \$16,405,780

FTE: 64.5

F. CORONER DIVISION

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

BUDGET: \$3,679,000

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: \$8,053,000

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: \$95,882,000

FTE: 423

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: \$21,155,835

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 and responds to Public Records Act Requests.

BUDGET: \$2,547,843
 FTE: 11

K. DEPARTMENT DATA

BUDGET: \$266,288,000
 FTE: 1,074.5

CLASS	ALLOCATED POSTIONS
SWORN:	
Administration	9
Professional Standards	3
Field Operations	302
Custody Services	375
Support Services	34
GENERAL:	
Administration	33
Professional Standards	8
Field Operations	46
Custody Services	118
Support Services	146.5
TOTAL AUTHORIZED POSITIONS:	1074.5

III. ACOMPLISHMENTS

ADMINISTRATION:

1. Processed 1,105 employment applications for deputy sheriff recruit positions, testing 516 candidates and subsequently hiring 38 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 5 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 2021, recruiters attended twelve career fairs, two public recruiting events not related to career fairs, and held four testing sessions at Camp Pendleton. One of the new programs started by the Recruiting Unit was to offer free Post Entry-Level Law Enforcement Test (PelletB) testing for the public and not just those who had already applied with our agency. This had the benefit of getting 31% of

those who participated in the testing to apply with our agency. 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. Two background investigator schools were held, which allowed the Recruiting Unit to onboard sworn staff to conduct background investigations on an overtime basis.

3. In 2021, the Background Unit processed 513 candidates, 233 of which were applicants for sworn Deputy Sheriff- Recruit positions. We cleared for hire 45 Recruit, 5 Lateral, 1 Per Diem, and Reserve Deputy Sheriffs and 15 Dispatchers in 2021. The Background Unit conducted a total of 315 polygraph examinations.
4. The Public Affairs Unit completed new English and Spanish inmate orientation videos for MCDF. In addition, a Spanish inmate orientation video was made for WCDF. The Public Information Officer (PIO) produced a critical incident video on the Danville PD officer-involved shooting. The unit handles media relations and continues to increase the department's social media presence. The PIO currently serves as the department photographer and took over 200 portraits. The process to hire a permanent Sheriff's Photographer is in progress and one is expected to be in place in early 2022.
5. The Planning and Research Unit processed a total of 185 formal Public Records Act requests. The unit also submitted a total of 45 U-Visa Certification requests in 2021.
6. The Academy completed a successful audit conducted by POST. The last audit was completed in 2016, so there were 5 years' worth of records and Basic Training courses reviewed. The Academy received a very good final report with minimum recommendations. All POST personnel involved in the audit were very complimentary of Academy staff and pleased with the operations of the Academy.
7. The Academy continued to monitor and handle the pandemic by constant screening and recruit evaluations. Considering how many recruits and staff members are on site every day, our positive numbers were kept in check, and we did not have to shut down for a single day, (unlike many other Academies throughout the state).
8. Although we avoided any shutdowns due to the COVID 19 Pandemic, the Academy did have a handful of recruits miss significant time due to quarantine requirements. All hours and "Required Learning Activities" missed were closely monitored for each recruit. All staff worked diligently to chart missed hours and additional training was scheduled and completed to make up and justify any missed time, allowing all recruits to graduate on time.

9. The Academy increased its passing requirement for scenario tests. This was decided after a review of other academies and their requirements. The Academy increased its passing requirement from 70% to 80%.
10. The In-Service Training Unit provided training in 33 topics for 1,258 hours of in-person instruction, accounting for 16,376 personnel hours.
11. Utilized, new to the Sheriff's Office, fire mitigation techniques by working with Con Fire to create preventative fire breaks on the hills behind the range. Also used goats to remove the majority of flammable vegetation behind the ranges.
12. Despite changing restrictions due to COVID, we were able to put on twelve regional training classes and host two Basic IA classes.
13. Started a six-month testing and evaluation of the AXON Taser 7 as a possible candidate to replace our currently issued AXON X26p Taser which is reaching its five-year useful service life.
14. Successfully passed a POST training audit to evaluate whether the Sheriff's Office met its mandated training requirements for the 2020-2021 POST training cycle.
15. Completed renovation on Range 4 by removing the old sod and replacing it with a combination of aggregate base / decomposed granite, sod, and a new irrigation system.
16. Implement an improved way to broadcast (live stream) Award Ceremonies and Oaths of Office to members of the Sheriff's Office. This provides a way for the Sheriff's Office to recognize important events and share them with its members and the community.

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. Continue to staff the Mental Health Evaluation Team Program with a goal of adding two additional positions to allow for coverage in the West, Central, and East parts of the county. The goal is to continue providing pre-crisis and post-crisis services to individuals suffering from reoccurring mental health issues.
3. Complete the installation of Automatic License Plate Readers cameras in the east county area patrol by Delta Station. The project is assigned to the Delta Station Commander and is currently bid.
4. One Per-Diem Deputy was hired to investigate Illegal Dumping in unincorporated Contra Costa County. The process to hire additional Per-Diem Deputies to investigate illegal dumping is ongoing.
5. Received \$738,249.00 in financial aid from the California State Parks Division of Boating to assist with staffing costs.

6. Received \$300,000.00 to cover cost of abandoned vessel recovery and removal from our waterways.
7. sUAS Team to purchase larger platform drone equipment under State Homeland Security Grant Program funded in 2021.
8. Video downlink system to live stream sUAS video real time under State Homeland Security Grant Program funded in 2021. Two video downlink systems were procured with General Funds. 22 sUASs were purchased in 2021. Every team member is now issued their own sUAS. Increased availability countywide across most shifts.
9. Enhanced services to the community by placing emphasis on staffing our specialized units within the Investigations division. Further, the emphasis of the newly formed Violence Suppression Unit with a focus on quality-of-life issues in our community related to decreasing gun violence.
10. Acquired a Cell-Bright Terminal for Investigation and Patrol Division to expedite cellular phone downloads to enhance the investigative tools available. This will also relieve some of the burden on the High-Tech Crimes Unit caused by download requests.
11. Improved overall operation efficiency when and where needed.
12. Obtain grant funding to further expand the investigation and enforcement of violent crimes, drugs, and firearms.
13. Aggressively and effectively investigated and close all crimes in a thorough and professional manner.

CUSTODY SERVICES BUREAU:

1. In 2021, Contra Costa County worked closely with the Prison Law Office (PLO) to implement monitoring of the Consent Decree. Auditors did a complete review of the Detention Health Services and the Office of the Sheriff throughout 2021 and progress toward implementing the Consent Decree was measured showing compliance or partial compliance in most identified areas. A lieutenant continues to serve as the Compliance Manager to oversee jail upgrades and policy implementation for compliance to the agreement.
2. In 2021, the Custody Services Bureau (CSB) continued the robust and strict COVID mitigation and precaution plans. The plans complied 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 when needed, employee and inmate symptoms screening, COVID-19 testing for all inmates being transported to other detention facilities, COVID-19 education, PPE mandates, and accessibility to vaccinations.

3. To reduce COVID exposure potential, strict quarantine rules were established which included testing of all incoming arrestees with a 10-day quarantine prior to entering general population. Surveillance testing of all inmate workers and mask wearing requirements for all staff and inmates was continued throughout 2021. The distribution of new masks was conducted regularly. Video visitation was used in conjunction with in-person non-contact family visits.
4. CSB continued the inmate housing re-assignments and consolidation between the Martinez Detention Facility and the West County Detention Facility (WCDF) which started in 2020. WCDF continued to maintain most Protective Custody male inmates while eligible Protective Custody inmates were transferred to the MDF for the opportunity to work in the kitchen and laundry and earn school time credits. All the female inmates were housed at WCDF and given the opportunity to work in laundry to earn school credits.
5. The Office of the Sheriff continued in 2021 to plan the formation and implementation of a new Jail Management System (JMS) to be used by all throughout CSB. The new JMS will feature video visitation, tablets for inmates and other improvements. Completion and “go live” of the new system are anticipated in August of 2022.
6. Construction of M-Module at the MDF commenced in November 2020 and continued throughout the entirety of 2021. The housing unit underwent a complete remodel with an expected completion date in March 2022. The future M-Module will include mental health programs, additional ADA/medical cells, and ADA showers.
7. In 2021, demolition and refurbishment of C-Module began. The work will include the creation of four ADA designated cells, new flooring, and improved plumbing throughout the module. Completion scheduled for mid-2022.
8. In November 2021, the Marsh Creek Detention Facility (MCDF) installed additional security fencing throughout the perimeter of the facility. This additional security measure is intended to deter the introduction of contraband into the facility and the prevention of inmate escape attempts.
9. In July of 2021, the Sheriff’s Office took delivery of a new body scanner for Intake. The scanner is in full operation and continues to provide a safer way to search inmates as they enter the Intake area. The scanner has had several successful searches which has limited contraband entering the facility.
10. In August of 2021, Phase Two of the WCDF Lobby remodel was completed. A bullet proof station was completed to address security and ADA requirements for the staff and the public.

11. In June of 2021, the portable radio inventory at WCDF was upgraded to modern digital Motorola radios, improving functionality as well as improving officer and inmate safety.
12. 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 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. Final approval from BSCC for the project is expected to be completed in 2022.
13. In 2021, the Custody Alternative Facility's (CAF) average daily population increased by 27%. The bulk of the increase in the average daily population was attributed to COVID restrictions that were lifted. The pre-trial population decreased approximately 1% over 2020. There was also an 1% decrease in pre-trial alcohol monitoring. The CAF Work Alternative Program realized an 17% increase in population over 2021.
14. In 2021, CAF worked with its Pre-Trial Services program partners in implementing a new pre-trial risk assessment tool. In 2022, CAF will continue working with its partners to refine and implement updated participant eligibility standards and program rules/regulations.
15. 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.
16. 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. In 2021, adaptations due to COVID were implemented for inmate programs to address safety protocols and the needs of the incarcerated population. Both Men and Women of Purpose (MWP) and Reach developed a video lesson format for their curriculum. During 2021, MWP began weekly zoom groups with both male and female participants.
17. 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 the ongoing pandemic. The GPS program was modified 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.

CCCOE Accomplishments FY 2020-2021

- 1600 Course/Program Enrollments
- 500 students have participated
- Daily norm is 150-200 participating

SUPPORT SERVICES BUREAU:

1. The Office of Emergency Services (OES) supported Covid-19 operations in Contra Costa County. The OES provided traffic control, security, and logistic support at the Brentwood, Hercules, and San Ramon vaccination sites. The OES coordinated law enforcement mutual aid during the Dixie Fire in Plumas County. Law enforcement personnel responded to calls for service, assisted with evacuations, and patrolled areas affected by the fires. The OES actively monitored several weather events including, public safety power shutoffs and drought impacts on the community. The OES 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 manages the Urban Area Security Initiative, State Homeland Security, and State Emergency Management Performance grant programs to enhance emergency management activities. The OES hosted EOC operations training classes throughout 2021 that included both in-person and virtual Covid-19 safe operations.

2. The Community Warning System (CWS) administered a grant from the Bay Area Urban Area Security Initiative that allowed for CWS advertisements to be placed on busses countywide to increase awareness and engagement with the public. The CWS completed the majority of a major siren controller system upgrade that provides more reliable communication between the CWS and the 42 outdoor emergency sirens located throughout the county. 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.
3. The Homeland Security Unit identified and processed 66 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 to assist in identifying potential gaps in protection that may require future grant funding as it becomes available. The Homeland Security Unit 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 is 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 Plumas County for the Dixie Fire. The requests were for law enforcement functions in the evacuated areas, staffing fixed traffic control posts, and door-to-door evacuations.

4. The Emergency Services Support Unit (ESSU) 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. ESSU provides equipment, personnel, and logistical support 24/7, for planned and unplanned operations. In 2021, ESSU provided support to at least ten different law enforcement agencies in seven counties. The Volunteer Services units assisted at approximately one hundred operational events in 2021. Examples of operations include missing person searches, evidence searches, crime scene security, mutual aid requests, vaccine clinics, and community outreach. Several deployments were related to requests from the California Office of Emergency Services.

In 2021, approximately 400 volunteers donated more than 32,000 hours of service to the Office of the Sheriff, the citizens of Contra Costa County, and the State of CA. Covid19 restrictions limited volunteer hours. Several Office the Sheriff volunteer units provided staffing and equipment to support sites that vaccinated approximately 30,000 citizens in Contra Costa County. The Office of the Sheriff welcomed more than forty new volunteers into the organization. The volunteer units remain valuable assets to the organization. We thank them for their dedication and service to the Office of the Sheriff and the communities we serve.

5. The Forensic Services Division (FSD) continued to maintain its accreditation with ANAB (American National Standards Institute National Accreditation Board) through a vigorous Quality Assurance program.
6. A virtual audit was conducted by ANAB Assessors in August of 2021 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 Y-STR testing in Biology. The FSD prepared for the above Audit by reviewing the entire Operation in terms of KPI 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.
7. The Lab completed 9278 Cases for examination (a total of 34,648 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 ProFlex PCR System
 - The Latent Print Unit purchased a Rofin forensic light source
 - The CSI Unit purchased a 2nd RTC360 scanner for optimum crime scene documentation
 - The Drug Unit purchased a ThermoFisher FTIR

- The Toxicology Unit purchased a Biotage Extrahera automated sampling system thanks to the CHP Cannabis Grant
 - The Toxicology Unit purchased a 2nd LCMS System thanks to OTS (Office of Traffic Safety) Grant to ensure operational efficiency as it applies to DUI and DUI-D cases.
8. 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.
 9. Both the Firearms Unit and the DNA Unit have recorded historic increases (30%) 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 Coroner's Division made several changes and improvements to policy and procedures and standard operating procedures for releasing Coroner's Reports, photographs, and information to the public and death review teams. These changes have strengthened information security and bolstered Coroner's Division partnerships.
 12. The new Coroner database is still being written and improved upon. 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. The new database will also provide the Coroner's Division with modern statistical tracking, which will assist us in providing more accurate information when requests are made. The database is being tested and fine-tuned and is anticipated to go online in 2022.
 13. The ongoing COVID-19 pandemic safety measures and preparation have been executed properly. There were twenty-seven (27) Coroner Cases where decedents tested positive for COVID-19 during 2021.
 14. The Technical Services team continues to support an ever-expanding growth of IT infrastructure. Key components include:
 - Network, firewalls, Windows systems, Cloud Office 365, file-sharing system, and data backups.
 - 250+ servers
 - 122+ routers and switches
 - 150+ databases
 - 100+ applications
 - 733 active PCs (desktop, laptop)
 - 253 active printers
 - Other devices – 155 VPN tokens, HID card access badges, 84 hotspots, 289 MobileID/bluechecks, phone (418), tablet (62), MDC/Getac (183), and 861 radios.

15. Users' technical needs are serviced through the KACE ticketing system. The audience is 1,100+ Office of the Sheriff personnel and 10,000+ users of contract and partner agencies. It also includes the IT support of programs such as ARIES (Automated Regional Information Exchange System) and Biometrics, Fingerprint, ID needs of Thales (formerly known as Cogent) system.
16. Prior to 2021, Technical Services operated without full data center core switch redundancy. It meant that if that 1 device failed, all SO (Sheriff's Office) technology services, including network, servers, and applications would shut down. Setting up Data Center core switch redundancy is a hugely significant and critical accomplishment. With Wide-Area Network (WAN) redundancy, stability increased, packet shaping was added to all remote locations which improved performance, and the increased encrypted throughput added to data security.
17. Technical Services with the support of SO, various law enforcement entities and agencies was finally able to establish a designated regular maintenance window. It is Wednesdays 5-7am. While it is a baseline standard for every IT shop to have a maintenance window, it wasn't until 2021 that Technical Services obtained wide support needed to establish a weekly maintenance window, to be used whenever required. This is the reason why Technical Services were able to accomplish much of the key initiatives.
18. It is not just a matter of adding the additional virtual server capacity which was needed. Implementation of new hardware – Dell FX2 – in the COM data center creates the future possibility of setting up the 2 data centers for failover. While WAN failover has been established with #3, this accomplishment allows us to begin the work of setting up each application for failover from 1 data center to the other.
19. There are several network related improvements that increased capacity and stability at various SO locations:
 - Forensic Services Division – moved main network router to 1st floor so that device will be supported by generator during power outage. Created network redundancy and uplink bandwidth was upgraded from 1G to 2G.
 - Law Enforcement Training Center – updated access points to support testing days, which was a consistent pain-point for users in the past.
 - Martinez Detention Facility – ASE circuit increased from 10 mbps to 100 mbps and finally to 1G.
 - Marsh Creek Detention Facility – assessment completed to support 23+ new camera system. Execution to continue in 2022.
 - Blackhawk - increased network download speed by 1380% and upload speed by 900%.
20. There were several key projects that required IT support during implementation:
 - ATIMS Jail Management System implementation.
 - Kronos TeleStaff implementation.
 - County anti-virus software CrowdStrike rollout. SO was the 1st department within the County to complete this implementation.
 - Automated data synchronization for Community Warning System which replaced manual user processes.

- Accurint & Virtual Crime Center project to provide CAD/RMS data which supports Crash Module for Crime Investigations Team.

IV. CHALLENGES:

INTERNAL TO SHERIFF'S OFFICE

1. Develop and adopt recruiting strategies to increase the candidate pool of highly qualified and diverse applicants for Deputy Sheriff Recruit and Deputy Sheriff to increase staffing levels to allow for lower response times to calls for service in unincorporated communities throughout the County.
2. Continue to identify and acquire grant funding to expand homeland security and anti-terrorism posture and response capabilities.
3. 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. Evaluate annual 5150 calls and the number of 5150 referrals that were required by a patrol deputies assigned to the County's Mental Health Evaluation Team (MHET) to evaluate the effectiveness to identify future deployment strategies to ensure mental health services are being provided to decrease the incarceration rate of the mentally ill.
2. Support operational area and regional law enforcement agencies during the continued Covid-19 response and future emergencies. The Community Warning System will continue to enhance features of the mass notification software while using best practices in public alerts and community outreach.

V. PERFORMANCE INDICATORS

ADMINISTRATION:

1. **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. The Recruiting Unit has begun accepting the National Testing Network (NTN) written test, as well as the Work Sample Battery Test (WSBT) physical exam to allow more candidates from outside the local area to apply.

OUTCOME: This will further increase diversity within the Office of the Sheriff combined with candidates who have a vested interest in working within our local community, better

representing the communities we serve while offering a larger pool of viable candidates to choose from.

2. TARGET: Update and implement the final Aerosol Transmissible Disease program, with an appendix specific to the Coroner Division, and review/update Respiratory Protection Equipment policies.

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

3. TARGET: Complete all previous records identification and review related to prior and current SB 1421 and SB 16 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.

4. TARGET: Increase our Recruiting Unit's social media presence by regularly posting Pellet B testing dates available to both applicants to the Deputy Sheriff-Recruit position and unaffiliated applicants 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 the necessary time frames to establish rapport with candidates for both applicational and referral interest.

5. 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.

6. TARGET: Implement the Recruit Assistance Mentoring Program (RAMP) to better assist and prepare personnel hired as deputy sheriff recruits for the Academy.

Outcome: The better prepared newly hired recruits are for the Academy, the number of personnel quitting or failing to complete the Academy will decrease. Also, by investing time and effort in the recruits leading up to the Academy beginning, it is hoped that the recruits will feel the agency is invested in their success and will feel a sense of belonging with the agency.

7. TARGET: The Recruiting Unit will implement ways to specifically target female applicants and generate interest in law enforcement as a profession.

OUTCOME: By specifically finding and targeting females and generating interest with them in law enforcement as a profession, the pool of potential female deputy sheriff recruits will increase leading to a higher percentage of females within the agency.

8. TARGET: The Academy will look to purchase new CPR mannequins for 1st Aid training. This will alleviate the need to share the equipment with In-Service training, cutting down on a short fall when both sides are in need.

OUTCOME: This will be accomplished by using Perkins Funds provided by Los Medanos College and setting up a purchase order through "Dummies Unlimited" for the transaction.

9. TARGET: Implement a mentorship program for recruits to help provide support and provide positive reinforcement in an effort to create successful outcomes.

OUTCOME: All S.O. recruits will be paired with a current sworn member of the Office of the Sheriff. The mentor employee will provide support to the recruit by answering questions, providing advice, assisting with housing issues (if a concern) and any other way possible.

10. TARGET: The Academy will seek to establish a "Pre Academy"; two or three days for new recruits, prior to their Academy start date.

OUTCOME: Academy staff will work with the Sheriff's Recruiting Department to provide a few days where newly hired deputies will have an opportunity to be exposed to some of the daily tasks of the Academy. The goals are to lessen some of the initial shock and stress experienced by some recruits in the first couple of weeks of intense Academy training.

11. TARGET: Complete renovation of Range 1 by removing the old lawn, which was full of gopher holes and had been damaged by repeated wild pig foraging. This created an unsafe training environment for those that used the range.

OUTCOME: This will provide the Sheriff's Office a new and safe training environment with a protective barrier placed below the sod to aid in the prevention of gopher intrusion.

12. TARGET: Complete enclosing of Ranges 1 and 4 with fencing in order to protect them from wild pig intrusion.

OUTCOME: Wild pigs will tear up lawns by using their snout to overturn the grass looking for food. This damages the grass, ruins irrigation lines, and creates safety hazards for those training on the ranges. Creating the fenced enclosure will protect these training areas from this type of damage and will help maintain a safe training environment.

13. 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.

FIELD OPERATIONS BUREAU:

1. TARGET: Maintain an adequate level of patrol qualified Deputy Sheriffs by sending them through the Field Training Program.

OUTCOME: Thirty-six Deputy Sheriffs entered the Patrol Field Training Program in 2021, and thirty completed the program and are now patrol qualified.

2. TARGET: Fill Bureau position vacancies to reduce forced overtime in the patrol division.

OUTCOME: Thirty deputies completed the Field Training Officer program and were assigned to fill vacant contract, patrol, and resident deputy positions. All other vacancies were filled with voluntary over-time/fair-share to provide adequate coverage for all unincorporated areas of the county.

3. TARGET: Increase law enforcement presence in unincorporated areas of Contra Costa County.

4. OUTCOME: Staffed Delta Station (Beat 34) on targeted shifts based on call volume. In 2021, the Patrol Division responded to 90,762 calls for service and received 10,495 reports documenting select crimes within the unincorporated areas of Contra Costa County.

5. TARGET: Reduce violent crime in the Bayo Vista community in Rodeo through increased patrol efforts.

OUTCOME: In 2021, the Office of the Sheriff provided increased patrol to target a trend of violent crimes occurring in the Bayo Vista community. The increased presence resulted in the arrests of thirty subjects for various crimes committed within the community and helped reduce the number of reported select crimes from the previous year.

6. 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

7. 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 1,733 calls for service, generated 188 reports, wrote 234 citations, and made 15 arrests in 2021. The Air Support Unit received 750 calls for service, responded to 274 outside assist calls, assisted with 59 pursuits and 134 arrests, and logged 275.8 flight hours.

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

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

9. TARGET: Have the Community Service Unit assist the Recruiting Unit with social media posts and events to increase recruiting candidates for the Office of the Sheriff.

OUTCOME: During 2021, the Community Services Unit assisted the Recruiting Unit with establishing a larger presence on social media by assisting in taking photos of training in progress, patrol vehicles and other activities to display the opportunities offered by the Office of the Sheriff. The Community Services Unit continued to facilitate virtual "Coffee-with-a-Deputy" events, focused on each Patrol Station House.

10. 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 2021.

11. TARGET: Increased technology for investigations (High-Tech Crimes Unit):

OUTCOME: In 2021, the High-Tech Crimes Unit went from a slow DSL internet connection to a high-speed internet connection, which cut device downloads significantly. Due to the demands placed on the High-Tech Crimes Unit for downloading devices this technology is instrumental in expediting the processing of devices.

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

OUTCOME: The Homicide Unit investigated fourteen cases in 2021, including twelve murders, two Officer Involved Shootings and multiple suspicious death cases. Thirteen of the cases were solved and one of the cases remain under investigation, but the suspect has been identified.

13. TARGET: Aggressively and effectively investigated the possession of illegal guns and “Ghost guns” by obtaining grant funding.

OUTCOME: Investigations has secured grant funding via the Gun Violence Reduction Program to aggressively investigate the possession of weapons by prohibited persons and other gun related crimes to reduce gun violence in our community.

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 enhance features of the Community Warning System mass notification software.

OUTCOME: The CWS continually works with the mass notification vendor to push the capabilities and compatibility of public alert and warning forward. CWS staff will stay abreast of current trends, best practices, and industry standards to ensure Contra Costa’s mass notification system continues to be seen as the example in public alert and warning.

3. 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.

4. TARGET: To increase the effectiveness of Office of the Sheriff volunteer units during large scale incidents responses and mutual aid requests.

OUTCOME: ESSU will define the roles and responsibilities and emphasize cross-training volunteers in incident and mutual aid response to support future emergency activations and requests.

5. 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.

6. TARGET: The FSD will be audited by ANAB (ANSI National Accreditation Board) is scheduled for an on-site audit in August 2022. An Internal Audit will be initiated in June 2022.

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.

7. 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.

8. 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 7,213 cases, performed 564 autopsies, and conducted 231 inspections during calendar year 2021.

9. TARGET: Technical Services will continue to provide network, application, helpdesk, and other IT related support to meet the needs of the Sheriff's Office and contract agencies.

OUTCOME: Technical Services resolved 6,407 KACE helpdesk tickets in 2021. 200+

report requests were fulfilled.

10. TARGET: Fulfill local, regional, state, and federal mandates as necessary.

OUTCOME: In 2021, Technical Services completed the RIPA-AB953 (Racial and Identity Profiling Act) mandate. DOJ confirmed having received a total of 3,026 records submitted into Production with no errors. AB1747 – inclusion of Purpose Code for CLETS (California Law Enforcement Telecommunications System) queries was delivered successfully. AB2080/SB384 to provide Arrest and Release information in an automated fashion through implementation of web service was completed. Technical Services will continue to follow-up with DOJ to monitor the quality of data.

11. TARGET: As technology evolves, Technical Services strives to keep up with maintenance tasks that impact business operations, upgrade hardware, software as they become end-of-life, and replace or retire equipment or application to continually maintain a high-quality eco-system.

OUTCOME: It is continually challenging for the small Technical Services staff to maintain existing systems. This is an area we are not 100%. However, through prioritization, Technical Services focuses on the most significantly impacting or benefitting initiatives. In 2021, attention to cyber-security vulnerabilities or gaps have been dealt with such as Windows upgrades and patching systems due to Log4j utility program. In the Accomplishments listed above, there are several network improvements that were completed as a result of continuous need for online meetings and trainings that required increase bandwidth usage. Obsolete technology such as T1 line (which offers 1.5mbps capacity) and frame relays, Technical Services continues to work with DoIT to identify and retire these connections and replace with DSL or ASE circuits.

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.