

36 MONTH REVIEW

# STRATEGIC PLAN

2017-2019

## COUNTYWIDE SERVICES



## DETENTION & CORRECTIONS



## EDEN TOWNSHIP DIVISION

## LAW ENFORCEMENT SERVICES



## MANAGEMENT SERVICES



## DUBLIN POLICE SERVICES



## BAY AREA UASI



LOYALTY ★ COURAGE ★ TRUST ★ KNOWLEDGE ★ HONOR ★ COMMITMENT ★ INTEGRITY



ALAMEDA COUNTY SHERIFF'S OFFICE

**Sheriff Gregory J. Ahern**



Prepared By  
Commander Donald Buchanan



# STRATEGIC PLAN

ALAMEDA COUNTY SHERIFF'S OFFICE

## TABLE OF CONTENTS

SHERIFF'S OFFICE MISSION STATEMENT	<b>1</b>
SHERIFF'S OFFICE CORE VALUES	<b>2</b>
SHERIFF'S OFFICE GOALS AND OBJECTIVES	<b>3</b>
INTRODUCTION	<b>4</b>
LIST OF PARTICIPANTS	<b>7</b>
AGENCY WIDE ACCOMPLISHMENTS	<b>8</b>
County Wide Services	<b>8</b>
Detention and Corrections	<b>13</b>
Dublin Police Services	<b>16</b>
Eden Township Division	<b>20</b>
Law Enforcement Services	<b>50</b>
Management Services	<b>60</b>
ACTION ITEMS	<b>72</b>
County Wide Services	<b>74</b>
Eden Township Division	<b>90</b>
Detention and Corrections	<b>105</b>
Dublin Police Services	<b>112</b>
Law Enforcement Services	<b>116</b>
Management Services	<b>124</b>

### CREDITS

**Elizabeth Ferrante**

Photography/Graphic Design

**Jariel Martija**

Layout Design

**Daniel Roa**

Cover Design

**Riad Cherifi**

Photography

**Cynthia Vaughn**

Copyrighting



ALAMEDA COUNTY SHERIFF'S OFFICE



# MISSION STATEMENT

2019 - 2020

SINCE 1853, THE ALAMEDA COUNTY SHERIFF'S OFFICE HAS PROTECTED LIFE AND PROPERTY WHILE PROVIDING HUMANE TREATMENT TO THOSE IN OUR CUSTODY.

EACH DAY OUR MISSION IS TO DEMONSTRATE OUR:

**ABILITY TO ENFORCE THE LAW FAIRLY AND WITHOUT BIAS;**

**COMMITMENT TO PROFESSIONALISM;**

**SERVICE TO THE COMMUNITY WITH INTEGRITY AND TRUST;**

**OBLIGATION TO DUTY WITH HONOR AND PRIDE.**





# STRATEGIC PLAN

ALAMEDA COUNTY SHERIFF'S OFFICE



ALAMEDA COUNTY SHERIFF'S OFFICE



# CORE VALUES

2019 - 2020

**HONOR ★ TRUST ★ INTEGRITY ★ COMMITMENT**



**HONOR ★ TRUST ★ INTEGRITY ★ COMMITMENT**





ALAMEDA COUNTY SHERIFF'S OFFICE



# GOALS AND OBJECTIVES

2019 - 2020

1. MAXIMIZE SOUND FISCAL MANAGEMENT TO ENSURE OPTIMAL ORGANIZATIONAL HEALTH.
2. RETAIN AND RECRUIT THE BEST-QUALIFIED PERSONNEL.
3. DEVELOP AND IMPLEMENT STRATEGIES DESIGNED TO ENHANCE AND MAINTAIN THE HEALTH, WELLNESS, AND FITNESS OF OUR EMPLOYEES.
4. WORK TO IMPROVE COMMUNITY CONDITIONS AND PUBLIC TRUST THROUGH PROACTIVE ACTIVITIES AND STRENGTHEN PARTNERSHIPS TO REDUCE CRIME AND MINIMIZE RECIDIVISM.
5. ENSURE OPERATIONAL READINESS THROUGH REGIONAL PLANNING, PREPARATION AND TRAINING.
6. PROMOTE A POSITIVE WORK ENVIRONMENT THAT ENCOURAGES TEAMWORK, COMMUNICATION, DIVERSITY AND PROFESSIONAL DEVELOPMENT.
7. EXPLORE INNOVATIVE AND CREATIVE MEANS TO UPGRADE, MAINTAIN AND REPLACE AGENCY FACILITIES, EQUIPMENT AND TECHNOLOGIES.
8. IMPROVE EFFICIENCY AND EFFECTIVENESS USING PERFORMANCE MEASURES AND ACCREDITATION PROCESSES.





# STRATEGIC PLAN

ALAMEDA COUNTY SHERIFF'S OFFICE

## INTRODUCTION TO THE SHERIFF'S OFFICE 2017-2019 STRATEGIC PLAN

During the months of March, April, May, and June 2017, Sheriff's Office staff from various duty stations met and worked together in several Strategic Planning workshop sessions. That process created the Sheriff's Office 2017-2019 Agency Strategic Plan. The workshops allowed executive management, mid-management, supervisory staff, professional and line level staff an opportunity to reflect on the current state of our organization, identify emerging trends facing the Agency, project possible scenarios as to what the near future may hold, and identify the direction in which we would like to have the Agency proceed.

The formal Agency Strategic Plan for 2017-2019 was published in November 2017. In order for the plan to remain relevant and measure Agency accomplishments, the plan must have an ongoing review process. Accountability is key to successful implementation of any strategic plan. This includes regular, ongoing reviews of the plan's progress to ensure there is sustainable forward progress with action items, timelines are adjusted accordingly, staff involved with the plan are able to see measurable outcomes, and people are held accountable for the plan's action items. During the initial formation of the formal plan, participating staff members agreed that our Agency Strategic Plan should be reviewed every six months.

On Friday, January 24, 2020, Sheriff Gregory J. Ahern and Commander Donald M. Buchanan facilitated the 36-month review of the 2017-2019 Agency Strategic Plan. At that meeting, Sheriff's Office staff reported on the final progress of action items that were developed, implemented and completed during the three-year timespan of the plan. Major Agency accomplishments for the past six months were reviewed and discussed as this plan was concluded.

It is our belief that any worthwhile strategic plan becomes a living document. A true strategic plan includes specific identifiable goals and deliverables. The plan should have specific individuals accountable to attain stated deliverables, and specific action items to accomplish, to achieve the stated goal. To ensure success, the plan must be regularly reviewed and must have participation from Agency members representing a good cross-section of the workforce.

Successful strategic plans lay out the framework for an agency to move in a forward direction to address current and future issues, and also allow for continued expansion. Our 2017-2019 plan was just that; a flexible plan that allowed for continued growth and forward progress. The 2017-2019 plan started with the various planning sessions in 2017, and began with 62 action item projects to be completed by our sworn and professional staff. By the 12-month review, 30 additional action item projects were identified to add to the plan. At the 18-month mark another 12 action item projects were identified and added. Again, at the 24-month mark, four more action item projects were incorporated into the plan. At the three-year (36-month) finish line, December 31, 2019, our sworn and professional staff implemented and worked on completion of 108 projects that improved this Agency over that time period. The 2017-2019 Plan was a remarkable accomplishment by our Agency members.



With the conclusion of our Strategic Plan, Sheriff Ahern asked Agency members to address four areas of major concern. These four topics were: homelessness and associated community impacts; mandatory overtime in the Detention and Corrections Division, implemented on January 12, 2020; Agency hiring, recruiting and testing; Agency personnel retention. The effort behind the initial discussion on those four topics was intended to start our staff to think about the Alameda County Vision 2026 Plan and incorporate ideas from that plan towards our own action items, projects and planning for the upcoming 2020-2022 Agency Strategic Plan. It was important to start that work as the Agency moves forward with the next Agency Strategic Plan in order to put those topics at the forefront of our efforts to build goals and action items for the future Agency strategic plan.

This document memorializes the accomplishments put forth by Alameda County Sheriff's Office employees and units during the past six-month period, and embodies the work accomplished during the entire three-year Agency Strategic Plan.

## 2017-2019 STRATEGIC PLAN MEETINGS





# STRATEGIC PLAN

ALAMEDA COUNTY SHERIFF'S OFFICE

## 2017-2019 STRATEGIC PLAN MEETINGS





## COMMITTEE MEMBERS

The following personnel participated in the 36-month review workshop:

### Executive Command Staff

#### **Gregory J. Ahern**

Sheriff

#### **Richard T. Lucia**

Undersheriff

#### **Dennis Houghtelling**

Assistant Sheriff

#### **Casey Nice**

Assistant Sheriff

#### **Dale E. Amaral**

Commander

#### **Donald M. Buchanan**

Commander

#### **Garrett Holmes**

Commander

#### **Thomas F. Madigan**

Commander

#### **Shawn Sexton**

Commander

#### **Colby Staysa**

Commander

### Captains

#### **David Blanchard**

#### **Michael Carroll**

#### **Melanie Ditzenberger**

#### **Derrick Hesselein**

#### **Christopher Lucia**

#### **Donald Mattison**

#### **James McGrail**

#### **Martin Neideffer**

#### **Tara Russell**

#### **Timphy Schellenberg**

#### **Pace Stokes**

#### **Jack Tucker**

### Sergeants

#### **Tony Bridges**

#### **Marc Dinis**

#### **Raymond Kelly**

### Professional Staff

#### **Domingo Cabrera**

#### **Cheryl Davenport**

#### **Natisha Dorsey**

#### **Alysia Evans**

#### **Elizabeth Ferrante**

#### **Gina Firmeza**

#### **David Huey**

#### **Ann Keeler**

#### **Terri Langdon**

#### **Amy Lu**

#### **Simone Murphy**

#### **Christopher Pech**

### Lieutenants

#### **Scott Busby**

#### **Anthony Desouza**

#### **Brian Fernandez**

#### **Jared Hattaway**

#### **Miguel Ibarra**

#### **Patrick Jones**

#### **Paul Liskey**

Commander Buchanan facilitated an analysis of the steps in the process to ensure that it would become the organization's plan. Commander Buchanan made sure that participating staff understood that planning is a continuous cycle, and at the end of our planning period, the Year 2019, or when the Strategic Plan becomes stale, it will be time for the Agency to initiate a new Strategic Plan.



## COUNTY WIDE SERVICES DIVISION CORONER'S BUREAU

- The Coroner's Bureau, in cooperation with the General Services Agency (GSA) procurement and contracts unit, successfully completed a re-negotiation of terms and time frames of the existing contracts for all the pathologists currently working in the Peralta Oaks facility. The Board of Supervisors approved the new terms at the September 17, 2019, meeting.
- On September 21, 2019, The Coroner's Bureau was advised by the Department of Justice (DOJ) that we were awarded the "Strengthening the Medical Examiner/Coroner System Program" grant in the amount of \$189,640.00. The grant will allow for the Coroner's Bureau to hire two part-time retired annuitants and make additional purchases over the calendar years 2020 and 2021, in order to achieve accreditation through the National Association of Medical Examiners.
- Coroner's Bureau management in partnership with Human Resources revised the job specifications for the Chief Forensic Pathologist which eventually resulted in a considerable salary adjustment.

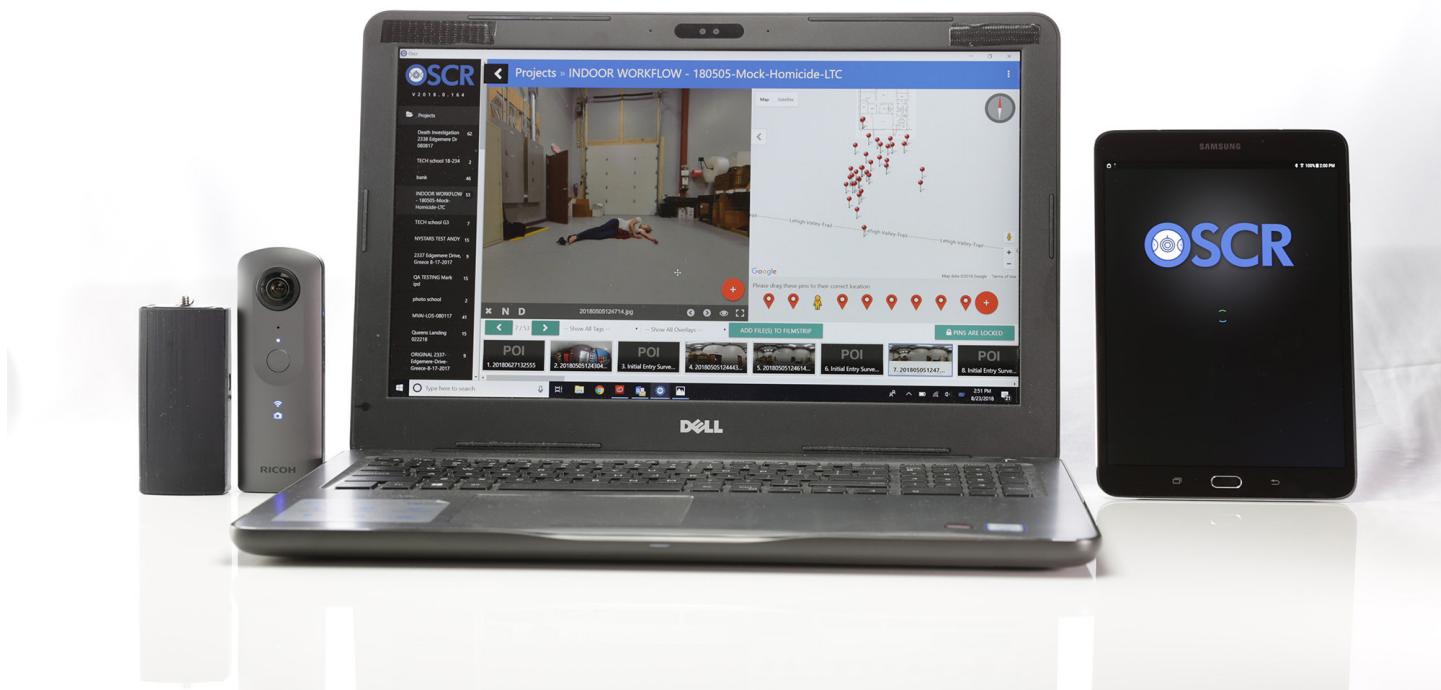
## CRIMINALISTICS LABORATORY

- The Crime Laboratory received its American National Standards Institute National Accreditation Board (ANAB) accreditation in May 2019. The accreditation came after an extensive on-site evaluation of Crime Laboratory's quality control records and compliance documentation by seven ANAB assessors.
- The Crime Laboratory assisted seven different police agencies with a total of 29 crime scene investigations. Most notable among these were four homicide scenes involving three different police agencies. Other crimes investigated included car-jackings, attempted homicides, and suspicious circumstances deaths.
- The Crime Laboratory had a total of 73 CODIS offender or arrestee hits in 2019. The majority of these hits were related to sexual assault cases but also included hits relative to homicide cases, assault investigations, and burglaries.





- The Crime Laboratory continued to be engaged in community outreach programs in 2019, by participating in activities to educate the community regarding the role of forensic science in the criminal justice system and career opportunities in forensic science. These activities included Crime Laboratory visits for local schools and the Sheriff's Citizens' Academy, high school career day presentations, college lectures, and a Take Your Children to Work Day event. The community has demonstrated gratitude for these events and these activities has given them a greater understanding of the Sheriff's Office.
- The Crime Laboratory was notified that it was once again awarded the San Francisco Police Department (SFPD) controlled substances contract after a lengthy request for proposal process. Since the Crime Laboratory began processing SFPD cases in 2010, it has completed nearly 20,000 cases and generated more than \$2.5 million dollars in revenue.
- The Crime Laboratory was awarded a DNA Backlog Reduction grant in the amount of \$310,427.00 to improve DNA case processing. The funds will be utilized to maintain a part-time employee to assist with validations, outsource select backlogged DNA cases, and purchase updated software.
- The Crime Laboratory acquired and validated a 360 degree spherical image capture camera for use at crime scenes in December 2019. This device can capture a full 360 spherical image of crime scenes in less than seven seconds which will save crime scene investigators hours as it will replace most overall, and many approach crime scene photographic needs.





## COURT SERVICES CIVIL SECTION

- The Real Property desk processed 15 new files between July 2019 through the end of December 2019.
- There were two property sales conducted during this time frame, with both sales taking place in December 2019. One property went unsold at auction (no bidders), and the other property was sold for \$450,000.00.
- The Real Property desk handles “Third-Party Claims” that may arise from any active file in the Civil Section. A 2018 Bank Levy file and a resulting Third-Party Claim was resolved, with a disbursement of \$471,000.00.

## BAILIFFS SECTION

- August 2019, the four-month Ghost Ship Warehouse Fire trial concluded at the Rene C. Davidson Courthouse. This trial required lengthy testimony by numerous witnesses, and staffing by multiple bailiffs and deputies in plainclothes assignment. This trial had an intense media following and included international coverage. The trial was closely followed and attended by many family members of the 36 victims of this tragedy. After two full weeks of deliberation, two jurors engaged in juror misconduct and were removed by the judge and held in contempt of court. The juror who reported the misconduct was also removed, and three of five alternates were installed. Jury deliberations had to start from the very beginning and concluded after another week and a half of deliberations, resulting in acquittal of defendant James Harris and a hung jury in the case of defendant Derrick Almena.



## MARSHALS - NORTH COUNTY

- In July 2019, all the duress alarms at the Wiley Manuel Courthouse were replaced. The new system is more reliable and sends an email to responsible personnel of any alarm activation. This allows the unit commander to be advised of an activation remotely, via a cell phone.



- In August 2019, at the Wiley Manuel Courthouse, the entire building was re-keyed to increase security and ensure accountability for all keys. North County Marshal now has a complete set of keys for the building except for keys to single-key doors.

## MARSHALS - SOUTH COUNTY

- South County Marshals(SCM) were able to finalize an 2019-2020 goal by installing internet-based local news and programming utilizing Amazon and Roku tech devices at all SCM courthouses: East County Hall of Justice, Hayward Hall of Justice, Fremont Hall of Justice and Juvenile Hall of Justice. SCM will be kept apprised of events such as high-profile trials, civil disturbance, natural disaster preparedness, etc. This type of access has no recurring fees once the devices are purchased and installed.
- SCM was able to acquire a fully outfitted transport van from the Alameda County Garage to reliable, secure transport of multiple high-profile or problematic inmates between the courts and Santa Rita Jail (SRJ).
- In December 2019, with permission from the Juvenile Hall Superintendent and the Alameda County Probation Department Chief, a station order was instituted to allow the Alameda County Sheriff's Office (ACSO) to use cells near Department 405 at the Juvenile Justice Center (JJC) to hold overflow adult inmates who were calendared to appear for removal order hearings. Since JJC has only two adult holding cells, this was causing a problem for inmates who were being brought, sometimes from state prison, and not being seen due to classifications. This station order was issued, staff was trained and the process is being monitored for effectiveness.

## OFFICE OF EMERGENCY SERVICES (OES)

### LAW ENFORCEMENT MUTUAL AID

- On July 28, 2019, a gunman killed four people, including himself, and injured more than a dozen others at the Gilroy Garlic Festival. Law Enforcement Mutual Aid was requested to secure the crime scene. OES coordinated the assignment of regional mutual aid, which consisted of 30 officers per operational period for one week.





# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS | COUNTY WIDE SERVICES

- On October 26, 2019, the Sonoma County Sheriff's Office requested Law Enforcement Mutual Aid for the Kincade Fire. OES provided logistical support and coordinated mutual aid from within Region II and sought assistance from Cal OES to obtain resources from Region IV. A total of 2,138 peace officers responded to conduct evacuations, looter suppression patrols and traffic control points. The fire ultimately charred 77,758 acres and destroyed 374 structures. Due to the coordinated efforts of all first responders, no lives were lost and there were only four confirmed injuries.



## EMERGENCY MANAGEMENT

- On October 9 and 10, 2019, OES activated the Emergency Operations Center (EOC) for three operational periods in support of the PG&E Public Safety Power Shutoff (PSPS). The loss of power affected 256,996 customers in parts of 31 California counties, including 32,613 customers in Alameda County. De-energization began at 2300 hours on October 9, 2019, and full restoration was complete by 1900 hours on October 10, 2019.
- Between October 26 and 28, 2019, OES activated the EOC for four operational periods in support of the PG&E PSPS. The loss of power affected 940,000 customers in parts of 34 California counties, including approximately 57,000 customers in Alameda County. The significant winds during the PSPS event also caused damage outages that left over 66,000 customers without power in Alameda County. De-energization began at 1700 hours on October 26, 2019, and full restoration was completed by the early morning hours of October 29, 2019.

## ANIMAL SERVICES

- Animal Services received a donation of disaster supplies from the California Veterinary Medical Association (CVMA).



The donation was the result of a grant from the State of California issued to CVMA. The supplies were delivered in a 20-foot storage container and consisted of non-perishable items such as crates, bowls, litter, and identification bands.

- Animal Services received two American Kennel Club (AKC) disaster relief trailers. The 20-foot trailers are stocked with supplies to set up temporary animal shelters. The trailer was supplied by AKC and was a joint effort between Supervisor Scott Haggerty, Del Valle Dog Club and Animal Services.

## DETENTION AND CORRECTIONS DIVISION DETENTION AND CORRECTIONS ADMINISTRATION (D&C)

### INMATE SERVICES

- The Santa Rita Jail (SRJ) gym, which houses the Transition Center, was remodeled. The bleachers, basketball hoops and old wooden partitions were all removed. New partitions, office furniture and cabling/wiring have been purchased. The Transition center was painted and the floor was replaced. The transformation makes the Transition Center look very professional.



### INTAKE, TRANSFER AND RELEASE (ITR)

- A new state of the art Nurses' Station has been built in ITR. There are four separate screening stations where inmates can be secured. The new location provides for four nurses to simultaneously screen four inmates at the same time. The new station provides added security for the nurses and provides the inmates' privacy for the medical screening process.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

## TRANSPORTATION

- The Transportation Unit upgraded the hard drives for the transportation vehicles to Solid State Drives (SSD) that hold up better to vibrations from the road and are more reliable. These drives store the data recorded from the video cameras on-board the vehicles.



## CONTRACTS

- In a collaborative effort with Alameda County Behavior Health (ACBH), a Medicated Assisted Treatment (MAT) program was grant funded and initiated in Santa Rita Jail (SRJ). Options Recovery Services was awarded the Request for Proposal (RFP) and is currently providing substance use disorder counseling services to complement our MAT program.

## CLASSIFICATION

- Given the growing concerns with regard to the population of Restrictive Housing amongst jails across the nation, the Classification Unit researched for ways to reduce the number of inmates classified as Administrative Separation to allow for integrated recreation time. The Classification Unit determined the implementation of an Ad-Sep Rec Together status (Administrative Separation Recreation Together) would be an effective means to:
  1. Increase an inmate's pod time,
  2. Decrease Restricted Housing, and
  3. Act as a catalyst to integrate Ad-Sep inmates into less restrictive classifications.

Inmates in the Ad-Sep Rec Together program are able to function well together in their new status. This program allows inmates to work towards their transition into other, less restrictive classifications, i.e., Maximum Separation, Protective Custody and General Population.



## SANTA RITA JAIL (SRJ)

### STAFF DINING

- The renovation was completed in Staff Dining to include a new grill, hood with fire suppression system and food chillers.

### AMERICAN CORRECTIONAL ASSOCIATION (ACA) AUDIT

- In August 2019, SRJ underwent a thorough audit and inspection by corrections experts to verify the facility operated with the best practices in corrections set by the ACA.
- On January 4, 2020, SRJ received the highest score it has received in seven audit cycles; a score of 99.3% was achieved.



### PRISON RAPE ELIMINATION ACT (PREA) AUDIT

- In August 2019, SRJ underwent a thorough audit and inspection by corrections experts to ensure the facility complied with the PREA.
- After an exhaustive audit, SRJ received its highest PREA rating with six Exceeds Standards. During the last PREA audit, SRJ received three Exceeds Standards.
- PREA Auditors and Corrections experts alike commented that the PREA model at SRJ is “exceptional.”



# STRATEGIC PLAN

DETENTION AND CORRECTIONS DIVISION | DUBLIN POLICE SERVICES

## BOARD OF COMMUNITY CORRECTIONS (BSCC), GRAND JURY AND PUBLIC HEALTH INSPECTIONS

- SRJ completed three separate inspections by the BSCC, Alameda County Public Health and the Alameda County Grand Jury. All three inspections received exceptionally high marks. Comments received by the inspectors and Grand Jury were, "there were no significant issues found."
- The Public Health Department rated SRJ with scores of 99, 97 and 95 which are the highest numbers the facility has received.

## SRJ - SITE AND SECURITY UPGRADE (CAMERA PROJECT)

- The first phase of the camera project at SRJ was awarded to American Alarm on December 17, 2019. Construction is set to begin in February 2020.

## DUBLIN POLICE SERVICES (DPS)

- On July 4, 2019, DPS conducted the annual illegal firework suppression operation. The operation was staffed by one lieutenant, two sergeants and 14 deputies. Their duties ranged from patrolling the city for illegal fireworks to providing a safe environment at three city parks where 'safe and sane' fireworks were allowed to be used. During the operation, 57 calls were received relating to illegal fireworks. Approximately 45 pounds of illegal fireworks were confiscated during saturation patrol and another 275 pounds of illegal fireworks were confiscated during undercover sting operations. No citations were issued for possession of dangerous fireworks; however, three subjects were arrested trying to sell illegal fireworks to undercover officers. The operation was an overall success with no injuries to citizens or staff.
- On August 6, 2019, DPS hosted the annual National Night Out. Members of DPS met with residents of 23 different neighborhoods with approximately 800 attendees. The event was very successful with positive feedback from the community.





- On September 18, 2019, DPS hosted the first-ever “Cone with a Cop” at Cold Stone Creamery. The event was well attended. Many community members stopped by to share some ice cream and learn about police services. Overall, the event was successful with a lot of positive feedback from the community.



- In October 2019, DPS was awarded a \$50,000.00 grant from the California Office of Traffic Safety (OTS) for a year-long program of special enforcements and public awareness efforts to prevent traffic related deaths and injuries. DPS will use the funding as part of the city's ongoing commitment to keep our roadways safe and improve the quality of life through both enforcement and education.
- On October 25, 2019, Crime Prevention Deputies Paula Greenbaum and Josh Phillips participated in the Trunk or Treat events held at Kolb Elementary and Cottonwood Creek Schools.
- On December 7, 2019, DPS hosted the annual John Monego Tree Lighting. This year marked the 21st Anniversary that Deputy John Monego made the ultimate sacrifice for his community while responding to a robbery at Outback Steakhouse. The event was well attended and will ensure Deputy Monego's sacrifice will never be forgotten.
- On December 7 and 8, 2019, DPS facilitated the ‘Stuff the Cruiser’ event at Target. The public was asked to donate a toy that was later given to UCSF Benioff Children’s Hospital for children currently residing at the facility. The event was extremely successful, with over 400 toys collected and delivered to Children’s Hospital. The event was well received and definitely made some lasting memories.

## MAJOR PATROL AND INVESTIGATIONS OPERATIONS

- On July 4, 2019, about 0145 hours, DPS units responded to the area of Fallon Road and Antone Way for a single-vehicle accident. When Deputies arrived, they found a 2008 Mazda Miata had been involved in a major collision with a light pole located on the center divider of the roadway. The Miata was engulfed in flames, and two unconscious occupants could be seen inside the vehicle. Deputies attempted to extinguish the fire and extract the occupants of the vehicle, but due to the severity of damage to the car, the occupants could not be removed. Both occupants succumbed to their injuries. The Coroner’s Bureau responded to the scene to assist with the removal and



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

identification of the occupants. The UAV Unit (Unmanned Aerial Vehicle) assisted with mapping the scene. The driver of the vehicle was later identified as 29-year-old Ethan Sellers of Walnut Creek, while the sole passenger of the vehicle was identified as 35-year-old Matthew McEnerney of Dublin.



The cause of the accident is still under investigation; however, preliminary evidence indicates the vehicle was traveling south on Fallon Road at a high rate of speed when it veered off the roadway striking the light pole in the center divider. There were 400 feet of skid marks prior to impact and 325 feet of car parts beyond the area of impact. All deputies involved in this incident acted heroically in trying to save these individuals' lives. This is just another example of the chaotic work our staff do, and they take on without hesitation.

- On November 6, 2019, Deputy J. Mecchi responded to a suspicious vehicle parked at the A-Loft Hotel, located at 4075 Dublin Boulevard. Two individuals were seen placing a bag in a second vehicle, then walking away. The suspects were contacted and later admitted that the bag contained a "few pounds" of marijuana. While conducting further surveillance of the second vehicle, Special Investigations Unit (SIU) Detectives Walter and Proulx saw a third suspect remove two bags from that same vehicle and place them in the vehicle he was driving. A traffic stop was initiated, but the suspect attempted to flee the scene. A short vehicle pursuit ensued, and the suspect was apprehended after turning down a dead-end street. A search of the suspect's vehicle resulted in the recovery of 13.6 pounds of marijuana and \$119,300.00 in cash. A consent search of the suspect's cell phone revealed photos and video evidence depicting large amounts of cash and marijuana at a house later determined to be located in Discovery Bay. 40-year-old Van Lip and 31-year-old Isaac Wallis were placed under arrest and transported to SRJ. On November 15, 2019, DPS SIU and Special Duty Unit (SDU) units served a search warrant at the Discovery Bay location, where approximately 260 pounds of marijuana was recovered.



- On November 10, 2019, DPS patrol units responded to the 7700 block of Shady Creek Road for a subject acting bizarre inside his residence. The subject, a former Marine suffering from Post-Traumatic Stress Disorder (PTSD), was large in stature with a muscular build and was armed with a samurai sword and dagger. He had been yelling and screaming throughout the residence to the point his family was afraid and believed he might harm them. Sergeant Gosal arrived on scene and created a plan to end the incident safely. Deputy Walter, having served as a Marine, used his military experiences and knowledge to gain the subject's trust. Deputy Walter maintained communication from the front doorway of the residence in an effort to convince the subject to exit the residence. At one point, the subject walked halfway down the stairway with the sword in one hand and the approximately 12" knife in the other. After about 35 minutes of continued communication and the use of de-escalation techniques, Deputy Walter was able to convince the subject to put away the weapons and comply with directions. The subject was detained with minimal force being used, resulting in no injuries to the subject or staff. Both the samurai sword and dagger were recovered. The subject was placed on an emergency psychiatric hold and transported to John George Psychiatric Pavilion. Great job by our team taking the time to devise a plan to use de-escalation techniques and not creating a potential deadly force incident.
- On November 19, 2019, the Dublin City Council approved a 10-year contract renewal with the Alameda County Sheriff's Office (ACSO). This would not have been possible without the hard-working and dedicated members of our Agency. Each member of this organization has an integral daily role in how our Agency is perceived by the community we serve. In a unanimous vote, the City Council validated that ACSO provides unmatched service to the City of Dublin.
- On December 14, 2019, DPS Traffic Unit facilitated a Driving Under the Influence (DUI)/Driver's License Checkpoint. The event was very successful with 602 vehicles inspected, four arrests for DUI, one arrest for 148 PC, seven citations for 12500 CVC, one citation for 14601 CVC and three vehicles towed. Deputies and Detectives from SIU, SDU, Crime Prevention, Santa Rita Jail (SRJ) and Eden Township Substation (ETS) participated in the event. Ten volunteers from Mothers Against Drunk Driving (MADD) assisted in handing out information about impaired driving.
- November 29 to December 31, 2019, DPS and Transit Crimes Unit (TCU) conducted a Holiday Crime Suppression Detail. The goal of the operation was to concentrate on commercial areas in the City of Dublin in hopes of suppressing auto burglary, commercial thefts and other crimes associated with the holiday season. During the operation, 31 arrests were made (11 felony and 20 misdemeanor arrests), nine search warrants were authored, \$9,100.00 in cash was seized, 14 firearms were seized, 10 pounds of marijuana, 1 ounce of methamphetamine and ¼ ounce of heroin was seized. Two burglary crews were identified and an additional two burglary crews were identified with cases pending to the District Attorney. Property from burglaries that occurred in San Ramon and Pleasanton were also recovered. The operation was an overall success.



## EDEN TOWNSHIP DIVISION CRIMES AGAINST PERSONS UNIT (CAPU)

### PC 187 MURDER ARREST - JERRILL TIMMONS HOMICIDE

On October 5, 2019, Eden Township Substation (ETS) Patrol Deputies responded to the 200 Block of Flint Court, Hayward, for a report of an elderly male who had been choked to unconsciousness. The reporting party, 48-year-old John Willis, stated he assaulted his roommate after an argument over unsanitary conditions. The location is the Hayward Haven Independent Living facility.



Upon arrival, deputies immediately contacted and detained Willis; he made spontaneous statements implicating himself. Deputies located the victim, 75-year-old Jerrill Timmons, in a bedroom unconscious on the floor; he was transported to Sutter Health-Eden Medical Center for treatment. Timmons was diagnosed with an Occluded Carotid Artery, Subdural Arachnoid Bleed, Concussion and broken jaw. It was apparent Timmons sustained significant injuries about his head and neck as a result of being assaulted by Willis. The scene was secured, documented and evidence was collected. Several housemates were interviewed, but there were no witnesses to the event.

Willis was arrested based on probable cause. During an admonished interview, Willis waived his Miranda rights and confessed to attempting to kill Timmons by using a chokehold, kicking his head several times and stomping on his throat. Willis produced a hand-written apology letter to Timmons.

Timmons remained in the Eden Medical Center Intensive Care Unit (ICU) in critical condition.

On October 9, 2019, Willis was formally charged with PC 664/187 - Attempt Murder, PC 368(b)(10) - Elder Abuse and PC 12022.7(c) - GBI enhancement on a victim over 70-years-old.



During the ensuing weeks, Detectives from the Crimes Against Persons Unit (CAPU) monitored Timmons' medical status and maintained contact with his family who elected to withdraw medical treatment and initiate hospice care.

On October 17, 2019, Timmons was discharged from Eden Medical Center and transported to Hayward Healthcare and Wellness Center, located at 1805 West Street, Hayward, for comfort care and hospice resources.

On October 23, 2019, at 0805 hours, Timmons succumbed to his injuries. The Alameda County Sheriff's Office (ACSO) Coroner's Bureau retrieved Timmons' body.

An autopsy confirmed Timmons' death was caused by blunt force trauma about the head and neck.

On Monday, October 21, 2019, Willis was charged with PC 187 - Murder.

#### **VIOLATION OF RESTRAINING ORDER/ILLEGAL POSSESSION OF FIREARMS SEARCH WARRANT AND ARREST**

On October 15, 2019, members from the Crimes Against Persons Unit (CAPU), Property Crimes Unit (PCU), Gang Suppression Unit (GSU) and Special Investigations Unit (SIU) served a search warrant at a house in the 3000 block of Sydney Avenue, Castro Valley, the residence of former Federal Bureau of Investigation (FBI) Agent Paul Flood, for Illegal Possession of Firearms.

In October 2018, Flood became infatuated with a female relative of an informant while employed with the FBI's Counter-Terrorism Unit. Flood was later placed on administrative leave and his termination was imminent. In July 2019, Flood relinquished his department equipment, including his duty weapon and vehicle. Flood was suspected to abuse alcohol. He had been contacted by both ACSO and San Leandro Police Department (SLPD) after becoming intoxicated. The victim in this case has made reports to ACSO regarding Flood continuously harassing her, threatening suicide and threatening suicide by cop. Flood sent photos of him holding a pistol to his head to the victim.

On October 4, 2019, Flood was served with a Temporary Restraining Order (TRO), protecting the victim and requiring him to relinquish all firearms within 24 hours. Flood immediately violated the restraining order and continued to contact the victim; he made bizarre and obsessive communications via cell phone applications. Per the FBI and Department of Justice (DOJ), who have concurrent investigations into Flood for cyber-stalking (same victim), Flood's behavior has been unstable and unpredictable.

About 1300 hours, Flood was safely detained while leaving his residence. Flood indicated he relinquished his registered firearms on October 17, 2019, to a licensed firearms dealer in Milpitas (follow-up required). Flood admitted to not relinquishing several unregistered firearms.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

A search of Flood's residence revealed he was in possession of a Winchester Model 64-30 lever-action rifle, a Marlin Model 336 .32 caliber lever action rifle, a Browning bolt action rifle, a Beretta 12-gauge shotgun, an AR-15 upper receiver, multiple pistol magazines and a large assortment of pistol/ rifle ammunition.



Flood was arrested for PC 29825(b) - possession of firearms after being served with a TRO. He was transported to ETS, where during an admonished interview, Flood admitted to violating the restraining order and illegally possessing the firearms.

## STALKING/ANNOYING PHONE CALLS TO ESD ARREST

On October 1, 2019, ACSO Emergency Services Dispatch received hundreds of phone calls to include bomb threats, murder and sexually explicit remarks over the course of a nearly four-hour period from a male subject who identified himself as 24-year-old transient Rowell Bautista. During the initial investigation, it was discovered a separate female victim reported she had received hundreds of messages daily from Bautista to include threats of violence, murder, sexual assault and torture for several months.

Bautista's pathological stalking behavior and incessant phone calls prevented and distracted Dispatchers from managing emergency calls and dispatching units to priority calls. Furthermore, his behavior instilled terror and a profound sense of fear in the victim who met Bautista once many months ago.



Detective L. Holt of the Crimes Against Persons Unit (CAPU) spearheaded the case. CAPU, Street Crimes Unit (SCU) and Property Crimes Unit (PCU) assisted with the investigation.

Detectives were able to “ping” Bautista’s phone and located him alone entering a hotel in Oakland. He was subsequently arrested and transported to ETS. During a formal interview, Bautista provided a full confession. He demonstrated a propensity for continuing his bizarre stalking behavior, which would likely manifest into violence.

On October 7, 2019, Bautista was criminally charged with Felony PC 422 - Terrorist Threats and Felony PC 646.9 - Stalking by the ACSO.

The victim in this case was elated, extremely grateful and relieved to learn of Bautista’s arrest.

### ATTEMPTED MURDER/SHOOTING

On November 16, 2019, about 2035 hours, Deputies from the ETS “C” Patrol Team responded to a report of a shooting which just occurred adjacent to the Meekland Mini Mart located at 21726 Meekland Avenue in Hayward.

Further investigation revealed the victim, Tyler Mims, suffered gunshot wounds to both of his calves. When Mims was assisted by deputies on scene, Mims used the phrase “Case Gang” multiple times, seemingly in reference to the notorious Case Boys criminal street gang.

The victim’s girlfriend, Iyana Hill, witnessed the shooting and assisted patrol deputies in discovering the name of the suspect, Jessie Fowler. Hill also provided a description of the weapon, a black semi-automatic handgun with an extended magazine.

The CAPU was assigned the case and conducted a canvass which resulted in video surveillance footage of the suspect’s movements. A “Ping” warrant of Fowler’s telephone, a Ramey warrant for PC 664/187 and a search warrant of the suspect’s residence (21000 block of Banyan, Unit 6) were approved.

Multiple attempts were made to set up for a possible “Take-Away” operation to arrest Fowler and the subsequent search warrant service; however, Fowler made little movements away from the residence.

Finally, on December 27, 2019, deputies contacted a family member after exiting the residence on Banyan Street. Announcements were made for Fowler to exit the apartment peacefully but went ignored. Fowler was contacted via his cellphone number and ordered to exit the residence. During the telephone call, noises consistent with Fowler moving were heard. Fowler surrendered outside his residence and no force was used against any involved parties.

During the search warrant service, clothing worn by Fowler during the shooting was recovered from the residence. A Polymer80.com unregistered Glock-style pistol with an extended and loaded 30 round magazine was recovered between



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

two mattresses within the suspect's grandmother's bedroom. It is believed that Fowler placed the firearm in the bed before surrendering to deputies. Fowler's cellphone was located hidden between books in a Living room bookshelf.

Fowler was arrested, interviewed (Fowler invoked his right to an attorney) and transported to Santa Rita Jail (SRJ). While at SRJ, Fowler admitted to the Classification Deputies that he was an "ENT" criminal street gang associate.

Further follow-up will be conducted and additional charges of PC 29800(b) – Prohibited person who owns, possesses, has control of a firearm and PC 32310 – Possession of a high capacity magazine will be sought.

The Street Crimes Unit (SCU), Special Investigations Unit (SIU), Special Duty Unit (SDU) PCU and CAPU Detectives worked together to take Fowler into custody and recover the firearm without any persons injured or property damaged.

## DRIVING UNDER THE INFLUENCE (DUI) COVER UNIT

The DUI Cover Unit spent most of December 2019, working DUI suppression. December 20 and 21, 2019, were spent in Oakland as part of the Office of Traffic Safety (OTS) Selective Traffic Enforcement Program (STEP) Grant. As of December 30, 2019, statistical data reported was:

- 149 DUI arrests,
- 46 Other Criminal Arrests,
- 3 Handguns recovered,





- 3 Vehicle Pursuits,
- 4 Recovered Stolen Vehicles, and
- 118 Vehicles Towed.

## GANG SUPPRESSION UNIT (GSU)

### REPORT NUMBER 19-012532 NARCOTICS SALES/WEAPON POSSESSION

On May 3, 2019, GSU Detectives conducted a traffic stop on a white Mercedes Benz as it pulled into the parking lot at 17900 Hesperian Boulevard, San Lorenzo. Detectives made contact with the passenger, who was later identified as DGF gang associate Sagar Tandel. During a search of his backpack, GSU Detectives located and recovered eight ounces of Methamphetamine, one pound of Marijuana, 35g of Heroin, 28 Xanax bars and a loaded 9mm Taurus handgun with a high capacity magazine.

GSU Detectives learned Tandel was arrested in January 2019, for transportation of narcotics and a concealed firearm out of San Francisco Police Department (SFPD) and was currently out on bail.

GSU authored and obtained a search warrant for Tandel's residence located in the 900 block of Bockman Road, San Lorenzo. GSU, SCU, SDU, and PCU Detectives executed the warrant and recovered two Glock handguns, approximately 20 loaded extended Glock magazines, Glock switches (auto sears), numerous holsters, gun slides, grips, laser sights, handgun barrels, several hundred Xanax bars, five grams of Methamphetamine, five grams of Heroin and packaging materials.

Detectives learned Tandel had a storage unit at 15951 Hesperian Boulevard, San Lorenzo. Based on the investigation, GSU authored and obtained a search warrant for the storage unit. During a search of the unit, Detectives located and recovered a 12-gauge shotgun, a 9mm Glock handgun, and several rifles and handgun drum magazines.

The District Attorney's Office charged Tandel with the aforementioned crimes. Tandel later posted bail and has a pending court date.

GSU Detectives authored a search warrant for Tandel's locked cell phones. The search warrant determined Tandel was illegally purchasing numerous handguns and assault rifles in Nevada using a fake State of Nevada identification card. During the follow-up investigation, it was discovered Tandel was conspiring with two associates, Daniel Norton who lived in a house in the 15000 Block of Via Toledo and Javier Callejas who lived in a house in the 15000 Block of Via Granada. GSU learned that SIU was already investigating Norton for narcotic sales.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

On July 24, 2019, GSU conducted a traffic enforcement stop on Callejas on Lewelling Boulevard, San Lorenzo. During a probable cause search, GSU located several hundred Xanax and Oxycodone pills possessed for sale. Callejas was arrested for HS 11375(b)(1) and a subsequent search warrant was authored for his residence. GSU, SCU, PCU, SIU and SDU executed the search warrant where additional Xanax bars possessed for sale, a Sig Sauer .380 handgun, and a Smith and Wesson .45 caliber handgun were recovered.

Immediately following, SIU, SCU, SDU, PCU and GSU executed a search warrant at Norton's residence in the 15000 block of Via Toledo where Norton was found in possession of Norcos for sale. Additionally, numerous handgun magazines were recovered from his bedroom.

Via Tandel's cell phone return, GSU Detectives located a storage unit at the Extra Space Storage located at 2300 Grant Avenue, San Lorenzo. Tandel used a fictitious name to rent the unit; however, he was captured on video surveillance frequently accessing the storage unit during the month of July 2019, and visited the unit during the evening of July 23 for approximately 10 minutes.

On July 24, 2019, the Honorable Judge Patton signed a search warrant commanding the search of Tandel's storage unit. The search yielded the following items:

- A black Rubbermaid tote containing two gun cases with a total of eight handguns, one of which was an FN 5.7 mm handgun that is capable of shooting armor-piercing rounds,
- A black Rubbermaid tote containing two handguns and a AR 15 upper receiver,
- A black Rubbermaid tote containing another eight handguns,
- A black Rubbermaid tote containing five Glock handguns,
- Various types of ammunition to include assault rifle ammunition were found in a cardboard box,
- Two small Rubbermaid totes containing various handgun and assault rifle magazines,
- Glock Auto Sears or Glock Switches which allow Glock handguns to be fired in a fully automatic capacity, and
- Various items of indicia for Tandel, connecting him to that storage unit.





The majority of the firearms were brand new, in their original manufacturer packaging and some had been altered to become automatic firearms.

Based on the investigation, GSU, SDU, SCU and SIU Detectives attempted to locate Tandel and served an additional search warrant of Tandel's residence where additional Xanax bars and Glock switches were recovered; however, Tandel was not located.

#### REPORT NUMBERS 19-012913/19-012950 NARCOTIC SALES

In July 2019, GSU developed information that Joseph "Lil Joe" Sandoval (BDS137) was illegally in possession of firearms and trafficking methamphetamine. Sandoval has nine prior felony convictions in Alameda County and is a "NSH" norteno gang member who claims to have dropped out. Sandoval had a No-Bail Felony PC 3455 - PRCS warrant and a No-Bail PC 459 - Burglary warrant issued by Santa Clara County.

Sandoval is known to frequent motels and store contraband at different locations, habitually possess firearms and flee upon any attempted contact by law enforcement. Based on this information, GSU authored and obtained a precision location data (ping) search warrant for his cell phone.

After obtaining several weeks of information, GSU used the cellphone data analysis program Cellhawk to map out locations frequented by Sandoval and recognize his patterns of movement. Cellhawk indicated Sandoval mainly frequented three locations: 24000 block of Sybil Avenue, Hayward; 2700 block of 67th Avenue, Oakland; and the Quality Inn Motel 24997 Mission Boulevard, Hayward.

The 24000 block of Sybil Avenue has a residence where Mario Bass (BFW430) resides. GSU developed information that Bass was armed with a handgun and was assisting Sandoval with his narcotic transactions. Bass is well known to ACSO and had two felony warrants for CVC 10851(A) – Auto theft and PC 594 - Vandalism.

GSU conducted follow up investigation and obtained search warrants for both the 67th Avenue house and Sybil Avenue house. The ACSO Special Response Unit (SRU) and Hayward Police Department (HPD) SRU were tasked with executing the search warrants due to the associated high operational risk level.

On July 31, 2019, GSU, SIU and SDU conducted an operation to locate and apprehend Sandoval prior to SRU executing the warrants in an effort to lower the operational risk.

During the operation, Sandoval was located driving a black 2017 Dodge Challenger with paper plates. Based on the reckless manner Sandoval was operating the vehicle, detectives did not attempt continuous rolling surveillance and opted to monitor the ping data.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

About 0726 hours, Sandoval left the Dodge parked on Belmont Avenue, Hayward and went to the Quality Inn Motel. Detectives reviewed video surveillance, and observed Sandoval and a female, Alyssa Ontiveros, enter room number 206. The on-duty manager informed detectives Ontiveros checked in on July 19, 2019, and paid cash daily to occupy the room. Ontiveros was not active to probation and had no prior arrest history.

About 1115 hours, detectives observed Ontiveros exit room number 206 and walk to the motel office. Ontiveros was detained and informed detectives her friend, "Joe" was asleep inside the room.

While on scene, GSU authored and obtained a Steagald warrant for room number 206. Detectives conducted an extended knock-notice at the door, received no answer and did not hear any signs of movement coming from inside. Based on the intelligence, detectives opened the door and had a clear view of the interior but did not see Sandoval. After many repeated orders, Sandoval emerged from the bathroom and was detained without incident.

A search of Sandoval's person revealed \$3,200.00 cash, one ounce of Methamphetamine packaged for sale, personal use Heroin and a key fob for the Dodge.

Inside of the bedroom, detectives located and recovered a shoebox that contained packaging material, a digital scale and 1 pound 15 ounces of Methamphetamine.

The Dodge was previously reported stolen by HPD and recovered.

During a probable cause search of Ontiveros' purse, detectives located and recovered eight one-gram baggies of Methamphetamine.





Sandoval and Ontiveros were both arrested and booked into SRJ.

On August 1, 2019, ACSO SRU executed the search warrant at the 67th Avenue house in Oakland, and detained three adults and four children inside of the residence. The residents, Shannon Christansen and Jason Albert (ARY752), were both previously convicted felons and norteno associates.

During a search of the home, detectives located and recovered a Smith and Wesson M&P 9mm semi-automatic handgun (Serial number HNF8843) and a Mini Draco AK-47 assault pistol loaded with a high capacity magazine (Serial number PE-2105-2018RO). A record check revealed the handgun was reported stolen earlier this year by the Los Gatos Police Department.

Earlier that week, GSU observed Sandoval entering the 67th Avenue residence while carrying the bag in which the Draco was found.

Both Christansen and Albert were arrested and transported to SRJ.

HPD SRU executed the search warrant at the house on Sybil Avenue. Prior to the SRU arriving at the location, Bass and an unidentified male fled the residence at a high rate of speed in a black Honda with paper plates.

A firearm cleaning kit and boxes of ammunition were recovered from Bass' belongings. Bass was later located by GSU and arrested for firearm-related offenses.

#### REPORT NUMBER 19-015128 POSSESSION OF AN ASSAULT WEAPON

On July 9, 2019, GSU conducted a search warrant operation of self-proclaimed 164th Avenue Norteno gang member Ulises Huerta, who was subsequently located and arrested while in possession of a 9mm Glock handgun loaded with a high capacity magazine which was reported stolen from Florence, California.

GSU authored subsequent search warrants of Huerta's Instagram account, which provided further evidence he was illegally trafficking firearms. During a review of the search warrant returns, GSU learned Huerta frequently communicated with a Hispanic male under the Instagram account "tharealjobo164." During the course of the investigation, the male was later identified as 164th Avenue Norteno gang member Joseph Luna. Huerta and Luna exchanged several recent messages about the illegal sale of firearms, and Luna was actively looking to acquire drum style magazines for assault rifles. A search warrant was authored for Luna's Instagram account, and several photographs depicted Luna holding/displaying non-California compliant rifles equipped with high capacity magazines. It was also discovered Luna was previously arrested for PC 25850 – possession of a loaded firearm.

Based on this investigation, GSU authored and obtained a search warrant for Luna and his residence in the 1200 block of Kentwood Lane, Unit 811, San Leandro.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

On September 5, 2019, GSU, SDU and SIU conducted a search warrant operation and detained Luna during a traffic stop after watching him leave the apartment.

Once Luna was detained and debriefed, detectives returned to his apartment to conduct a search. During a search of Luna's bedroom, detectives recovered five unsecured firearms, including three Glock handguns, one FN FiveSeveN 5.7mm handgun and two rifles.

The first rifle was a black and tan Colt M4 rifle (Serial number LE482993) loaded with a high capacity drum magazine (selector on "fire"). The rifle was equipped with a bullet-button, collapsible stock, forward vertical grip, pistol grip and flash hider.

The second rifle was a black AK-47 rifle (S/N XK533921) loaded with a high capacity magazine. This rifle was equipped with a Raddlock device, which is similar to a bullet-button, but for the AK series of firearms pistol grip and flash hider.

Neither rifles were registered as an assault weapon, nor were they California complaint based on the modifications made and their current features.

Luna's possession of the rifles violated PC 30605 – Possession of an assault weapon.

Luna was arrested and booked into SRJ.





## REPORT NUMBERS 19-015440/19-015738 NARCOTIC SALES/WEAPON POSSESSION

On September 9, 2019, Deputies assigned to patrol at the Eden Township Division (ETD) responded to the area of the 1600 block of 151st Avenue, San Leandro for the report of a shooting. Deputy L. Croisant was the primary investigating patrol officer, and Deputy Kaho'ali'i located five expended .380 caliber casings in the roadway west of a house in the 1600 block of 151st Avenue.

Deputies contacted Vanessa Baca, who resided in the 1600 block of 151st Avenue. Baca told deputies her boyfriend, Francisco Gallegos, and Gallegos' friend Luis Flores, were involved in an argument. Flores sent Gallegos several messages via Snapchat depicting himself at the Mash Gas Station, 15101 Freedom Avenue, San Leandro, armed with a pistol. Flores threatened and challenged Gallegos via Snapchat, and then the shooting occurred. After the shooting, Flores sent another video bragging about the shooting and stating he was, "not the one to fuck with!"

An independent witness who lived on 151st Avenue identified Flores in a photo line-up as the person who she saw fire multiple shots towards the 151st Avenue house as he fled west in a dark-colored sedan.

GSU assumed the investigation as they were familiar with both Gallegos and Flores from previous contacts and arrests, and knew them to be members of the same norteno criminal street gang.

On September 10, 2019, GSU conducted follow up with Gallegos, who stated he and Flores were no longer friends as there was a recent issue regarding a woman who they were both intimate with. Gallegos cooperated with the investigation as his three children (1, 2 and 3-years-old) were inside of the home at the time of the shooting. The Criminalistics Laboratory's Digital Media Evidence Unit responded to assist with recovering video surveillance.

On September 12, 2019, GSU authored and obtained a search warrant for Flores and his residence located in the 2500 block of Williams Street, San Leandro. During operational planning, GSU learned another local agency had recently conducted two undercover purchases of firearms from Flores.

On September 13, 2019, GSU, SIU and SDU conducted a search warrant operation. After conducting nine hours of surveillance, Flores was observed exiting the residence and entering a vehicle in the driveway. Units boxed in Flores and detained him without incident. Flores' wife, Juliana, exited the residence to ask what was happening. After informing Juliana, we had a search warrant, Flores yelled for her to shut the door and not let us in. Flores motioned his head towards their bedroom and Juliana ran inside, shut the door, and started closing the windows and blinds. Detectives could see Juliana frantically moving in their bedroom. After numerous announcements, entry was made and Juliana was detained as she walked down the stairs. Juliana was arrested for PC 148(a)(1).



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

During a search of the residence, detectives recovered Flores' cell phone, two pounds of Marijuana, packaging material, digital scales, four grams of Cocaine and three unsecured handguns (loaded .45cal Sig Sauer 1911, .22cal Browning 1911 and 9mm Beretta 92FS).

Luis and Juliana were booked into SRJ.

## REPORT NUMBER 19-018622 WEAPON POSSESSION

On November 1, 2019, about 0845 hours, ETD Deputy S. Eng conducted a traffic enforcement stop of a white Audi A4 (CA license plate 5VXR170), near the intersection of Barker Avenue and Thelma Street, Hayward for expired registration. The vehicle had four occupants, later determined to be Christopher Vera (Driver), Francisco Vera (Front Passenger) and two female subjects.

Christopher provided false information to Deputy Eng and identified himself as Juan Vera, later determined to be Christopher's older brother. Francisco was found to be on searchable probation for PC 245(a)(4) with an outstanding misdemeanor warrant.

Based on the fact Deputy Eng believed Christopher was providing false information and Francisco was active to probation, Deputy Eng detained the occupants of the vehicle. While conducting a Terry Search of Christopher, Deputy Eng located a loaded .45 caliber 1911 semi-automatic handgun (Serial number VNO627). A record check of the firearm showed it was reported stolen by Chico Police Department on September 22, 2018.

Deputy Eng contacted GSU Detectives to advise them of the stop and the loaded firearm.

GSU Detectives responded to the scene of the traffic stop. The fact Christopher was in possession of a stolen firearm, GSU Detectives authored a search warrant for Christopher's residence located in the 1200 block of D Street, Hayward. About 1130 hours, a search warrant was signed, commanding the search of the aforementioned address. SIU Detectives responded to the address to assist GSU Detectives with executing the search warrant.

Detectives made contact with two subjects at the residence later identified as Joel Vera, Christopher's older brother, and Jose Vera, Christopher's cousin. Both subjects were detained without incident.

A record check of Joel showed he was active to probation with a four-way search clause out of San Joaquin County for PC 246.3 and prohibited from possessing firearms.

During a search of the residence, the following items were located:



Front Bedroom, later determined to be Joel Vera's bedroom (Southeast Corner Bedroom).

- 9mm Glock Model 19 semi-automatic pistol (Barrel serial number of L103029, Slide serial number MFR688) with a polymer 80 (P80) lower receiver loaded with ten unexpended 9mm rounds in the magazine,
- AR-15 centerfire semi-automatic rifle, with an over length of 24 inches, with an 8.5-inch barrel, collapsible stock, removable magazine, pistol grip, Magpul AFG fore-end grip and flash suppressor. The rifle appeared to be an 80 percent lower that was milled and did not possess any serial numbers. The rifle had a 60 round drum inserted into a magazine with an unknown number of unexpended 5.56 caliber rounds,
- Rifle bag with an unloaded 30 round magazine case, and
- San Joaquin County inmate identification card for Joel Vera.

Back Bedroom, later determined to be Juan Vera's bedroom (Northwest Corner).

- .22 caliber long rifle Glenfield Model 60 rifle (serial number 26710274), unloaded and equipped with a laser sight,
- .40 caliber Glock Model 23 semi-automatic pistol (serial number CBV116) loaded with a magazine which contained 10 unexpended .40 caliber bullets,
- Indicia for Juan Vera Junior in the form of PG&E paperwork,
- Expended bullets and one unexpended .40 caliber bullet, and
- .40 caliber Glock Model 23 semi-automatic pistol (serial number TDT310), equipped with a laser sight and a waistband clip. This weapon was unloaded but was located in a pistol box that contained a high capacity unloaded 29 round magazine.

Records checks were conducted of the firearms which all came back with no Dealer's Record of Sale (DROs) on file.

Due to the fact Joel was prohibited from possessing firearms and the fact he possessed an AR-15 assault rifle, Joel was placed under arrest for PC 30605(a) and PC 29815.

## PROPERTY CRIMES UNIT (PCU)

### BURGLARY INVESTIGATION

On June 30, 2019, and July 1, 2019, deputies from the Tri-Valley Substation responded to 33385 Palomares Road, Sunol, for multiple burglaries. The victim, Curtis Priem, reported that unknown suspects broke into his storage units and stole approximately \$100,000.00 worth of construction equipment. Additional attempts were also made to break into a motorhome and a travel trailer located on the same property. Due to the substantial loss, the victim hired private security to patrol the 600-acre property.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

Shortly after the initial burglary, PCU Detectives located some of the victim's stolen construction equipment on an internet site named "Offer Up." Using a fictitious account, PCU Detectives established communication with the suspect and authored a search warrant for the account holder's information. Using several different databases, PCU Detectives identified Miriam Bahram as the individual who listed the stolen items for sale.

On July 2, 2019, Priem was driving the perimeter of his property and noticed a suspicious white Toyota Camry and a large white cargo van. The vehicles were occupied by three unknown suspects wearing construction vests. Priem alerted his private security so they could immediately respond to the area and investigate. As security was en route, a black male exited the driver's seat of the cargo van and used a large set of bolt cutters to defeat the entrance gate lock. The private security guard arrived on scene and positioned his vehicle in front of the security gate to prevent the suspect vehicles from exiting the property. The driver of the van accelerated straight at the security guard's vehicle. In an effort to avoid a head-on collision, the security guard swerved his vehicle into a steep embankment and the van sped passed him. The driver of the Toyota, Ahsan Ali, proceeded in the same direction as the cargo van; however, Ali's vehicle became disabled when Priem's truck struck the Toyota's front quarter panel.



Ali was subsequently detained at the initial crime scene by Priem and a nearby neighbor. Ali was later placed under arrest for burglary, possession of stolen property, possession of burglary tools and possession of narcotics.

After Ali was detained, ETS patrol located the cargo van traveling westbound on I-580 at 150th Avenue and a traffic stop was attempted. The driver of the van failed to yield and a short pursuit was initiated. The pursuit was eventually terminated in the interest of public safety and the unoccupied van was later recovered in East Oakland. The van was reported stolen from Oakland a few days prior.

PCU Detectives obtained search warrants for Ali's cell phones and to recover the clothing worn during the burglaries. PCU Detectives interviewed Ali and during a Mirandized interview, he confessed to his participation in the burglaries.



As the investigation progressed, PCU Detectives developed information that Galem Shaw and Miriam Bahram were the suspects who drove the stolen cargo van, committed the burglaries and fled from ACSO Deputies. Shaw has an extensive criminal history for theft, robbery and he is active to probation for possession of stolen property. Bahram also has an extensive criminal history and she is active to probation for vehicle theft.

On July 11, 2019, PCU Detectives obtained PC 459, PC 496 Ramey warrants for Shaw and Bahram's arrest. In addition to the above-mentioned case, PCU Detectives have identified Shaw in an unrelated grand theft investigation that occurred earlier in the year at a local convenience store in ACSO's jurisdiction. PCU Detectives obtained a second warrant Shaw's arrest.

Shaw and Bahram were subsequently taken into custody and charged with multiple felonies by the District Attorney's Office.

#### EMBEZZLEMENT AND GRAND THEFT INVESTIGATION

On June 24, 2019, ACSO Deputies were detailed to Wireless Works located at 20654 Redwood Road, Castro Valley, for illegal use of a credit card report. The Store Manager was advised by her corporate office that questionable purchases were made on the business credit card. The manager suspected the credit card number had been compromised, but she was not sure how. The manager was still in possession of the credit card which displayed her name and picture. In total, approximately \$125,000.00 dollars' worth of fraudulent purchases was made to the account. The manager and another employee, Joshua Jermel Johnson, were the only employees who had access to the corporate credit card.

PCU Detectives tracked a majority of the purchases to the Apple Store at Stoneridge Mall in Pleasanton. The purchases were supposed to be delivered to Wireless Works; however, they never received the deliveries. All of the purchases were picked up at the Apple store by several unknown suspects. As PCU investigation progressed, Johnson abruptly stopped showing up for work and was subsequently terminated.

PCU Detectives contacted Apple Corporate office and inquired about video footage from the Apple Store, where the purchases were made. PCU Detectives provided Loss Prevention with the invoice numbers and serial numbers of products purchased. Using that information, Loss Prevention was able to locate several still photographs of three subjects picking up the pre-paid Apple Orders. PCU Detectives showed the surveillance photos to the Wireless Manager and she immediately identified Johnson as one of the suspects picking up the fraudulent purchases. On four separate occasions, Johnson was captured on Apple surveillance video picking up approximately \$50,000.00 worth of Apple products.

On July 18, 2019, PCU Detectives obtained a PC 503 and PC 487 warrant for Johnson's arrest. Johnson remains outstanding and PCU is actively trying to locate him.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

## SPECIAL INVESTIGATIONS UNIT (SIU)

SIU has conducted several narcotics and marijuana-related investigations over the past five months. Below are two examples of successful investigations:

### ELEVEN LOCATION ILLEGAL MARIJUANA CULTIVATION INVESTIGATION

On July 17, 2019, at 0700 hours, SIU with assistance from the ETS Investigations team, CPU, ACNTF, HPD, TCU, DPS and SRJ, executed an 11-location search warrant involving indoor marijuana cultivation/distribution. This investigation began in September 2018, and included hours of ground surveillance, other investigative measures, authoring numerous search warrants and an exhaustive financial review pertaining to each suspect's assets.



Of the 11-locations, nine were identified as residences located within areas of unincorporated Alameda County. Due to the large-scale operation, the search warrants were executed in two phases, at which time 11 suspects were arrested. During a search of the residences, detectives recovered the following notable items of evidence:

- 4,338 marijuana plants,
- 53 pounds of dried/processed marijuana,
- Approximately \$100,000.00 US currency,
- Sig Sauer P226 9mm handgun,
- Beretta .22 long semi-automatic handgun,
- Glock 19 semi-automatic handgun,
- Browning .22 long semi-automatic handgun,
- Western Field 16-gauge shotgun,
- Various boxes of ammunition/different calibers, and
- Two vehicles were towed as evidence due to breached windows.



Following the initial execution of the search warrants, SIU authored 12 additional search warrants requesting bank records and seizure of funds for 36 financial accounts that were located and belonged to the suspects in this case. The majority of the banks responded and furnished the Alameda County Treasurer, Cashier's checks from the bank accounts totaling \$780,980.23. SIU also authored and executed a search warrant for a safe deposit box which contained another \$91,650.00 in US currency.

As the investigation continued, other associated bank accounts were identified and search warrants were sought to seize proceeds from the illegal cultivation and sales operations. The total amount of the US currency seized during this investigation to date is over \$950,000.00.

#### SEARCH WARRANT FOR NARCOTICS TRAFFICKING

On August 20, 2019, SIU with the assistance of GSU, SDU, PCU and SCU, executed a search warrant related to narcotics trafficking in unincorporated Alameda County. The warrant was for the person of Jesus Humberto Aldana-Alfaro, his vehicle and his residence located in the 2000 block of Church Street, Oakland. Because Aldana-Alfaro was determined to be a significant threat based on both criminal history and real-time intelligence, a take-away method of apprehension was used. Aldana-Alfaro was surveilled away from his home early in the morning and was later detained at his place of employment, a warehouse located at 3180 Corporation Place, Hayward. Following his detention, the search warrant was executed to include the Church Street house in Oakland. Aldana-Alfaro was arrested after being found in possession of the following contraband:

- Two pounds of Methamphetamine,
- Over ½ pound of black tar Heroin,
- A loaded .45 Caliber American Tactical Titan Handgun with an extended magazine, and
- Scales, cash, packaging material and other indicia of narcotics sales.

During an admonished interview, Aldana-Alfaro admitted to possession of the above items and trafficking narcotics. Aldana-Alfaro was booked into SRJ on several narcotics and firearms-related felony charges.





# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

## SEARCH WARRANT FOR NARCOTICS SALES

On December 11, 2019, SIU with the assistance of GSU, SDU and SCU, executed a search warrant for Isaid Antonio Garcia, his residence located in the 9700 block of E Street, Apartment 2, Oakland, and an associated vehicle. The investigation was directly related to narcotics trafficking in unincorporated Alameda County. About 1000 hours, Garcia was observed leaving his residence and was detained during a traffic stop several blocks from his home. Garcia was found in possession of a large sum of cash, as well as cocaine and methamphetamine for sale in the vehicle. Garcia was arrested and the search warrant was subsequently executed at his home on E Street. During the search of his person, vehicle and home, the following contraband was recovered:



- ½ pound Cocaine Hydrochloride packaged for sale in 49 separate plastic bindles,
- 10 grams of Cocaine base packaged for sale,
- 40 grams of Methamphetamine packaged for sale,
- About 6,000.00 US Currency, and
- Digital scales and packaging material indicative of narcotics sale.

Garcia was arrested and transported to SRJ for the following felony charges: HS 11351, HS 11351.5, HS 11352, HS 11378 and HS 11379.

## SPECIAL DUTY UNIT (SDU)

- On February 28, 2019, about 1414 hours, SDU attempted to conduct a traffic enforcement stop in the Cherryland area on a dark-colored Toyota Camry for California Vehicle Code (CVC) violations. The driver of the vehicle, Guadalupe Moreno, failed to yield and a pursuit was initiated which entered northbound I-880 and exited 66th Avenue, Oakland. Moreno continued to flee from deputies on Oakland surface streets until colliding into a vehicle



and a marijuana-related business (Greenleaf Oakland) located at the corner of Seminary Avenue and International Boulevard. There were no injuries reported from the collision at the scene. The Toyota was determined to be a wanted vehicle for an armed PC 211 in Fremont on February 27, 2019. ETS units, AC Transit and Transit Crimes Unit (TCU) assisted with the investigation.

The vehicle was occupied by Guadalupe Moreno, Rudy Garcia (front passenger) and David Thomas (rear passenger). Garcia is on California Department of Corrections parole for PC 211; Moreno and Thomas were both active to probation. The vehicle was towed to the upper lot for evidence. All three suspects were arrested at the scene. Fremont Police Department (FPD) Investigations was notified and arrived at ETS to conduct interviews related to their case (FPD number 19-0227023). A probable cause/probation search was conducted of the vehicle where a 9mm firearm was located on the front passenger floorboard and evidence from the FPD robbery was also located in the vehicle and collected by FPD.

ETS Street Crimes Unit (SCU) conducted admonished interviews with all three suspects to determine if they were involved in an ACSO robbery that occurred on February 27 (ACSO number 19-003439). After the conclusion of FPD's interviews, Garcia was arrested by FPD for the PC 211 in their jurisdiction and Moreno confessed to being involved in the FPD robbery but denied involvement in the ACSO case. Garcia also denied involvement in the ACSO case.

Moreno was also arrested for the VC 2800.2. Thomas was later PC 849(b) at ETS. The SCU gained investigative leads in their case and the investigation is still ongoing. Garcia and Moreno were later medically cleared for incarceration and booked into SRJ.

The pursuit lasted about 10 minutes and spanned 12.2 miles. No county property was damaged and there were no injuries. There were two victim vehicles and a building that was damaged, which was investigated by the Oakland Police Department (OPD).

- On Friday, March 22, 2019, about 2132 hours, SDU was conducting a follow-up visit from a previous Department of Justice (DOJ) tobacco inspection at the Terrace Market at 16250 Foothill Boulevard, San Leandro. As SDU approached the store, Jason Cleveland was seen confronting the owner of the store in the parking lot. Cleveland was detained after the store owner relayed information he was confronted by Cleveland, who was in possession of a firearm.

Cleveland was the registered owner of a white Ford Crown Victoria (CA License number 7WTF297) parked in front of the store. Cleveland admitted to being in possession of five grams of Methamphetamine recovered from his pants pocket. Prior to conducting a probable cause search of the interior of the vehicle, Cleveland admitted there was a firearm in the center console, used needles throughout the car and an additional bag of Methamphetamine in the car. During a search of the vehicle, an H&R Arms Company .38 caliber revolver loaded with five live rounds of ammunition from the center console was recovered. A digital gram scale was also recovered from the center console



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

of the vehicle. Recovered from a backpack in the trunk was an additional 13.1 grams of suspected Methamphetamine (positive NIK) and several used hypodermic syringes.

Cleveland was determined to be a convicted felon and not the registered owner of the loaded/concealed firearm. Cleveland was arrested and charges were filed by the District Attorney's Office for the following:

- PC 29800(a)(1) – Felon/prohibited person in possession of a firearm,
- PC 25400(C)(6) – Carrying a concealed unregistered firearm in a vehicle,
- HS 11378 (a) – Possession of methamphetamine for sale,
- HS 11379 (a) – Transportation of Methamphetamine, and
- HS 11370.1 – Possession of narcotics while armed with a firearm.

## SPECIAL RESPONSE UNIT (SRU)/CRISIS INVESTIGATION UNIT (CIU)

- On August 1, 2019, SRU and CIU executed a high-risk search warrant at a house in the 2700 block of 67th Avenue, Oakland, as part of an ongoing investigation by the GSU. The warrant was endorsed for night service, no-knock, UAV and use of mechanized breaching equipment. SRU was assisted in the search warrant execution by the UAV Team and TCU.

The warrant was the result of an investigation into sophisticated felons possessing assault weapons as part of a gang conspiracy. The warrant was executed safely and multiple people were detained. SRU utilized an aggressive breach and hold technique during this execution to preserve evidence and protect the surrounding community members. The tactics and available technology allowed for a safe and successful outcome.





The residence was turned over to GSU detectives once secured. Detectives later recovered evidence of gang membership and firearms to include an assault rifle. No injuries were sustained to SRU or the criminal targets of this investigation.

- On September 24, 2019, SRU and CIU received a request to assist the Dublin Police Services (DPS) Investigations Unit with executing a high-risk, night service, search warrant at a house located in the 600 block of Heritage Circle, San Lorenzo. The search warrant was related to a suspicious death investigation in the City of Dublin which began on September 16, 2019.

SRU executed the search warrant about 0600 hours, utilizing a surround and callout method. During this time, Nicole Amarante and her adult son, Sasha Smith, exited the residence and were detained without incident. The residence was secured without incident and subsequently transitioned to DPS Investigations for further investigation.

- On June 27, 2019, several suspects armed with handguns and assault rifles conducted an armed robbery of a Loomis armored truck in the 1000 block of MacArthur Boulevard, Oakland, in front of the Wells Fargo Bank. The victim was unloading \$500,000.00 off the armored truck when the armed suspects approached him and robbed him of the US currency. The OPD conducted the investigation and identified numerous suspects involved.

On October 16, 2019, SRU was requested to execute the search and arrest warrant in connection with the robbery investigation. SRU was assisted in the warrant service by CIU and the UAV Team.

SRU executed the warrant at the "Goodfellas" motorcycle club headquarters located in the 8500 block of Blaine Street, Oakland. The building was determined to be unoccupied after numerous tactical efforts to include a robot deployment, K-9 and hand search were conducted. The location was turned over to an OPD Investigative Team.

- On December 19, 2019, the SRU and CIU executed two simultaneous high-risk search warrants for the Alameda County Narcotics Task Force (ACNTF). The warrants, located at an apartment complex in the 7100 block of Holly Street Unit C and Unit E, Oakland, were located in a high crime area with many geographical obstacles and challenges. The suspects were documented gang members who were believed to be in possession of crime guns, narcotics and assault-style rifles. With the assistance of the UAV Unit and FALCK Ambulance Tactical Emergency Medical Services (FALKTEMS) Team, the warrants were executed utilizing technology, K-9 and ultimately an entry by SRU Operators. The scene was secured, suspects detained and all were safely turned over to Task Force Investigators to continue with the successful criminal investigation.
- From August to December of 2019, SRU completed eight missions at the Raider Security Detail at the Oakland-Alameda County Coliseum. During each mission, about 10-15 SRU members were assigned to dual-purpose motorcycles, deck supervision, field security or as an immediate action team. Additionally, to prepare for future



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS



responses to critical incidents and law enforcement mutual aid, SRU was responsible for recruiting, assigning and scheduling all volunteers who assisted at those events. SRU is appreciative to all that assisted during the final 2019 Oakland Raider season.

## SPECIAL VICTIMS UNIT (SVU)

### REPORT NUMBER 19-017922 ORAL COPULATION/SODOMY

Doe 1: 12/11/07

Doe 2: 9/19/08

On October 21, 2019, Adrian Martinez-Montoya contacted visiting deputies at SRJ, where he told them he wanted to turn himself in for molesting his 11-year-old biological daughter (Doe 1).

Simultaneously, Martinez-Montoya's wife contacted ASCO Dispatch and requested deputies respond to their residence, located on Carriage Lane, San Leandro, for a sexual assault report involving Martinez-Montoya and Doe 1.

SVU detectives responded to SRJ, where they contacted Martinez-Montoya.

During an admonished interview, Martinez-Montoya confessed to several inappropriate sexual acts with Doe 1 and an additional 11-year-old victim who was his niece, Doe 2. Martinez-Montoya estimated he committed the sexually motivated acts with Doe 1 and Doe 2 on more than 10 separate occasions, which all occurred at the Carriage Lane house in San Leandro. No one witnessed the incidents.



At the conclusion of the interview, Martinez-Montoya was placed under arrest and booked at SRJ.

CALICO interviews were conducted for Doe 1 and Doe 2, which further substantiated the sexual assaults committed by Martinez-Montoya.

On October 23, 2019, SVU detectives presented the case to the District Attorney's (DA) Office. Martinez-Montoya was charged with the following 14 felony counts:

- Six counts of PC 288.7(a) - Any person who is 18 years of age or older who engages in sexual intercourse or sodomy with a child who is 10 years of age or younger,
- Four counts of PC 288(b)(1) - Any person who willfully and lewdly commits any lewd or lascivious act upon or with the body of a child who is under the age of 14 years by use of force, violence, duress, menace, or fear,
- Three counts of PC 269(a)(4) - Any person who commits oral copulation on a child under the age of 14 and is seven or more years older than the victim, and
- One count of PC 269(a)(3) - Any person who commits sodomy on a child under the age of 14 is seven or more years older than the victim.

Martinez-Montoya remains in-custody at SRJ with the potential of serving 250 years to life in prison. The DA's Office Sexual Assault Team is taking this case.

#### REPORT NUMBER 19-005495 ORAL COPULATION

On April 2, 2019, ACSO School Resource Officers (SRO) were detailed to a report of a 10-year-old, Jane Doe, who made disclosures of a possible sexual assault. Doe disclosed to her school counselor that her 54-year-old paternal uncle, Ruben Angeles, had been inappropriately touching her genitalia continuously from ages 6-9 years old.

A forensic interview was conducted at CALICO with Doe and she compellingly disclosed additional sexual acts perpetrated by Angeles with particularities. Angeles was a close family member, so he would customarily pick Doe up from school and had access to her. Doe said Angeles had sexual intercourse with her over on 30 separate instances at his residence, located in the 300 block East Lewelling Boulevard between the ages of 6-9 years old. Additionally, Angeles committed various lewd and lascivious acts on Doe.

On April 23, 2019, SVU conducted a pretext phone call with Angeles and he only admitted to kissing Doe on one occasion.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

On April 23, 2019, a Ramey warrant was obtained for Angeles' arrest and he was apprehended at his workplace in Castro Valley. During a Mirandized interview, Angeles admitted to rubbing his genitalia on Doe's genitalia on 10 separate occasions, and perpetrating lewd and lascivious acts on her when she was around 7-years-old. Additionally, Angeles wrote an apology letter to Doe.

The District Attorney's Office charged Angeles with 10 counts of violation PC 288.7(a) – Sexual intercourse with a child 10 years of age or younger and one count of PC 288.7(b) - Oral copulation of a minor 10 years of age or younger. Angeles is facing a lifetime prison sentence.

## STREET CRIMES UNIT (SCU)

### ROBBERY CASE NUMBER 19-008874

On May 26, 2019, about 1855 hours, deputies responded to the Rodeway Inn located at 835 A Street, Room 306, in Hayward for the report of a robbery. The investigation was forwarded to the SCU, which identified three suspects involved in the home invasion and violent attack on the victim, Kasi Linscott, who was a prostitute.



The three suspects were identified as Alexandria Rose, Christian "Angie" Culbertson-Booker and Duane Gage. Gage was identified as Linscott's former pimp and the mastermind behind the incident. Ramey warrants were issued for all of the suspects. Rose was arrested on May 30, 2019, Culbertson-Booker was arrested on June 20, 2019, and confessed to her involvement in the crime and implicated Gage. Gage fled to the Las Vegas area in an effort to avoid apprehension. Based on Gage's violent criminal history, efforts to coordinate his apprehension by the Las Vegas Metro Police Department and an FBI Violent Crime Task Force were utilized but proved unsuccessful.



On July 23, 2019, from information provided by Metro PCS lawful-intercepts, SCU detectives learned Gage returned to the Bay Area. Gage traveled throughout Northern California and was believed to be staying at a hotel in Oakland. On July 25, 2019, SCU detectives with the assistance of SIU, PCU and SDU established surveillance around the Motel 6 at 8480 Edes Avenue, Oakland, where Gage was believed to be hiding. During surveillance, Gage was observed in the parking lot as he accessed a vehicle. Vehicle containment techniques were used to prevent Gage from fleeing the scene and safely apprehend him. During an admonished interview, Gage implicated himself in the crime and admitted directing the attack against Linscott. Gage also admitted to pimping Linscott during their relationship. This investigation was presented to the District Attorney's Office, and Gage was charged with robbery and pimping/pandering related offenses.

#### ROBBERY CASE NUMBER 19-012849

On July 30, 2019, about 1148 hours, ACSO patrol units were dispatched to an attempted robbery at the corner of 159th Avenue and East 14th Street, San Leandro. About one minute later, a second call was received in which the victim's mother, Atresia Goins, stated her son, Kevin Young, had been shot and was at his residence located on Silverleaf Drive, San Lorenzo.

Responding units were advised that the suspect, later identified as Keevion Charles (17-years-old), was with his girlfriend, Tatyana Jackson, both were last seen walking eastbound on 159th Avenue. Both Charles and Jackson were detained within moments by responding investigative units. SCU assumed the investigation.

Young was contacted and determined to be suffering from a non-life threatening gunshot wound to the right side of his chest. Young told investigators that Charles had dropped the gun as they struggled for it during the attempted robbery. Young was approached by Charles and Jackson at the bus stop at East 14th Street and 159th Avenue. Charles demanded money at gunpoint from Young and his friend Robert Wallace. Young was able to get the firearm away from Charles after being shot and took the firearm home with him where his mother called the Sheriff's Office. Young provided investigators with the crime gun.

Both Jackson and Charles were identified by Wallace in a field show up and placed under arrest. During Mirandized interviews with SCU detectives, Jackson and Charles provided self-serving statements and denied being involved in a robbery. Jackson said she heard a gunshot during the fight between Charles and Young but denied seeing Charles with a gun. Charles had a prior arrest in Las Vegas for possession of a firearm.

Young later participated in a field show up at ETS, where he positively identified Charles as the person who tried to rob him and shot him. Jackson was later released pursuant to P.C. 849(b) after it was determined she had no involvement in the attempted robbery or shooting. Charles was taken to Juvenile Hall and booked into custody.

Charles was charged with attempted robbery, assault with a deadly weapon and weapons-related offenses



## YOUTH AND FAMILY SERVICES BUREAU CRIME PREVENTION UNIT (CPU)

- CPU Deputies initiated over two dozen problem-oriented policing projects.
- CPU initiated a Homelessness Abatement and Outreach project. Many homeless subjects have been contacted and provided assistance to include housing. Several encampments have been abated.
- In July 2019, CPU along with the DSAL boxing hosted an amateur boxing show at the Hayward Adult School. The boxing event hosted more than 1,000 community members. Several vendors were on hand along with entertainment for kids that included bounce houses, rock wall, mechanical bull and face painting; food and music were also available. Overall, this was a very successful community event.
- CPU hosted the annual National Night Out event at the St. John's Church in San Lorenzo. The event is a combined effort between specialized units within the ACSO such as SRU, Explosive Ordnance Disposal (EOD), Motor, DSAL, and the Alameda County Fire Department. A static display was assembled with each specialized unit showcasing their equipment. Families received the opportunity to meet and greet their local first responders to ask questions about their daily duties and functions of a first responder. CPU later provided over 500 attendees with a full meal and dessert. This year was our largest attendance, as it is due to the continued trust and relationships being built within the unincorporated areas of Alameda County.



- CPU coordinated the opening night of the 45th Citizens Academy. There were about 40 students present during the opening night and the number of participants has steadily increased since then.



- CPU assisted the Hayward Area Recreational Department with their annual Christmas Toy Drive. CPU Deputies took photos and passed out presents to the over 250 children in attendance.



- CPU Deputies attended the DSAL Christmas Party. Deputies passed out toys to the over 600 kids in attendance. There was a huge potluck, along with music which made this an extremely joyous event.
- Deputy Delgado attended the Cherryland Homeowners Association (CCA) Christmas event and passed out gifts to the children in attendance. The children of the community members benefited from the gifts given out by Deputy Santa.
- CPU Deputies attended the “Padres Unidos” Posada at the Eden Church in Hayward. (A Posada is a Hispanic tradition of celebrating the travel of Joseph and Mary to the Inn where Jesus was born. Traditionally a precession of people travels from house to house in a festive manner for nine days until Christmas). Deputies helped serve lunch to a group of primarily Spanish speaking community members.

## SCHOOL RESOURCE OFFICERS (SRO)

- At the request of parents and school administrators, the SRO unit has partnered with the ETS Motor Unit and California Highway Patrol (CHP) since the beginning of the school year to increase traffic enforcement efforts in and around the Castro Valley, Hayward and San Lorenzo Unified School Districts. Since the start of the school year, SROs have targeted 231 school sites and issued 127 citations.
- The SRO unit entered a partnership/grant agreement with Students Against Destructive Decisions (SADD) California in a project to bring awareness of the Graduated Driver Licensing (GDL) laws to the students and parents of unincorporated Alameda County. SROs and SADD representatives will be providing students with the best prevention tools possible to deal with the issues of underage drinking, drug use, risky and impaired driving, and other



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

destructive behaviors. As a result of partnering with SADD, pending approval, the SRO unit will receive a grant of \$15,000.00.

- The SRO unit has conducted “Talk with a Cop” sessions in school classrooms discussing student concerns of school violence and active shooter situations. During these sessions, SROs speak to students about an array of subjects including, Bill of Rights, Use of Force policies, police contacts (consensual encounters, legal detentions and arrest), defining probation/parole, probable cause and juvenile rights to legal counsel, etc.
- The SRO unit has continued its efforts in educating students on Cyber Safety. SROs have conducted 12 Cyber Safety presentations to students. The presentation caution students when using social media, advises on bullying and child pornography laws, and privacy settings. School administrators have praised the presentations and consider them a successful prevention measure in minimizing bullying incidents.
- SRO Explorer Advisors have continued their recruitment efforts for the Explorer and Cadet Program. SRO has 52 Explorers who have worked several ACSO and community events.

## DEPUTY SHERIFF'S ACTIVITY LEAGUE (DSAL)

- DSAL soccer teams dominated the competitive league circuits and are providing opportunities for our local youth to gain exposure to future high-level soccer play experiences, and even college scholarships.



- DSAL painted a community mural outside the Angry Fish Sushi Restaurant.
- DSAL launched our Community Capitals Policing brand.



- DSAL Deputies continue building the Hayward Adult School fitness arena.
- DSAL initiated a partnership with HARD and the ACSO to fund costs associated with completing the HAS futsal courts and building Ashland Station at 166th Avenue.
- DSAL completed construction of the Food Hub.
- DSAL obtained a Cal Recycle grant and purchased a third refrigerated truck to be used for food recycling.
- DSAL obtained a JAG grant to expand the Community Capitals Policing model.

## BEHAVIORAL HEALTH UNIT (BHU)

### OPERATION MY HOME TOWN (OMHT)

OMHT continued to work and develop a pathway from Santa Rita Jail (SRJ) for re-entry clients in partnership with other county agencies, community-based organizations and faith-based organizations. During Fiscal Year (FY) 2019-2020, the OMHT team continued to build partnerships with the Alameda County (AC) Multi-Disciplinary Forensic Team, the collaborative courts, AC Behavioral Health Care Services, AC Probation and Community Based Organizations to create pathways to services for the Severely Mentally Ill population. The OMHT team also continued to work with the Deputy Sheriffs Activities League (DSAL) Dig Deep Farms team to build a re-entry internship 16-week program in preparation for long-term employment. The OMHT team worked with the AC Workforce Development Board and SRJ Inmate Services to establish an American Job Center in SRJ to assist reentry participants with obtaining employment upon release from jail.

### PARENTS AND CHILDREN TOGETHER (PACT)

Through the partnership with SRJ Inmate Services and Oakland Housing Authority (OHA), the OMHT team provided Clinical Case Management for the Maximizing Opportunities for Mothers to Succeed (MOMS) and Dads Acquiring Developing Skills (DADS) program participants. During FY19-20, the OMHT team provided programming and operations for the PACT family reunification housing complex for the MOMS and DADS participants. The OMHT team operated and managed the programming at the PACT complex and provided Clinical Case Management for the participants. During this FY, PACT had nine individuals who successfully graduated from the program. During this FY, the OMHT team continued partnerships with education services through Five Keys, Domestic Violence classes through A Safe Place and Financial Literacy through OHA.



# STRATEGIC PLAN

EDEN TOWNSHIP DIVISION | LAW ENFORCEMENT SERVICES DIVISION

## OUTPATIENT CLINIC

During FY19-20, the BHU continued to provide behavioral health services to Alameda County residents. The BHU team implemented the Clinical Trainee program providing counseling for youth and families at the YFSB Outpatient clinic, prioritizing the Juvenile Diversion cases. BHU also increased capacity in working in collaboration with ACSO sworn operations (such as Special Victims Unit) to provide behavioral health services for victims of a crime.

## REACH ASHLAND YOUTH CENTER

During FY19-20, the YFSB Behavioral Health management team worked with AC Healthcare Services Center for Healthy Schools and Communities. They increased and enhanced the Health and Wellness team at REACH Ashland Youth Center. During this FY, two of BHU's clinical staff were hired and placed at REACH Ashland Youth Center. The BHU staff members provided behavioral health services for the youth and their families.

## LAW ENFORCEMENT SERVICES DIVISION AIRPORT POLICE SERVICES (APS)

On October 4, 2019, Deputy J. Irish responded to a report of a female juvenile on an incoming flight who had passed a note to a flight attendant indicating that the juvenile was a victim of human trafficking. Deputy Irish's investigation revealed messages on the victim's cell phone threatening to kill her children if she contacted police. Deputy Irish got the victim from the plane discretely after the other passengers deplaned and she was later brought to Highland Hospital. Homeland Security Investigations (HSI) took over the investigation at the direction of the Federal Air Marshal at Oakland International Airport (OIA), relieving Deputy Irish at Highland Hospital.

## OCTOBER 2019 - ACSO REPORT NUMBER 19-018463

A Norwegian Airlines passenger provided information to the Insider Threat Task Force (ITTF) indicating a female ticket agent was embezzling from the airline. When the victim was flying out of the country with his family, the agent told him his luggage was overweight and additional baggage fees would need to be collected prior to his departure. The ticket agent would not show the reporting person (RP) the weight of his luggage but offered to "assist" him with the additional fee. The agent told the RP she could make the baggage fee go away for a nice "Tip." Pressed for time, the RP agreed to a \$50.00 tip to be paid to her in lieu of paying the fee owed to the airline. It was quickly discovered the RP was not the first Norwegian passenger to be offered this opportunity to avoid substantial baggage fees.

The ITTF conducted a sting operation in an attempt to identify a suspect, which coincidentally was the last day Norwegian Airlines was flying out of the Oakland International Airport (OIA). Detective D. Shelby purchased a flight to Stockholm, Sweden, and packed a suitcase to ensure it would trigger additional baggage fees. Detective Shelby approached ticket agent Ventricia Johnson to check into his flight. During the transaction, Johnson stated the luggage



was overweight and it would cost an additional \$100.00 paid to the airline. Johnson offered to make the airlines' baggage fee "go away" in exchange for a nice tip; a \$20.00 tip was agreed. Johnson quietly asked Detective Shelby to slip the tip under his passport before handing it over to her. An audio recording of the conversation was captured on cell phone, via the Axon capture APP. Johnson was detained and questioned. During a Mirandized statement, Johnson admitted to soliciting tips for baggage instead of collecting the fees due to Norwegian Airlines. Norwegian Airlines wanted to pursue a criminal complaint for embezzlement. The case was submitted to the Alameda County District Attorney's Office who charged Johnson with embezzlement.



#### NOVEMBER 2019 - ACSO REPORT NUMBER 19-019067

Deputy M. Stevens arrested Bernard Kim on Earhart Road when a firearm was located in a rental vehicle he just dropped off. Kim's charges included possession of a loaded firearm, possession of methamphetamine and possession of numerous fraudulent driver's licenses. Kim had used a false ID to fly on a commercial flight from Los Angeles to Oakland. The ITTF assisted in obtaining a Mirandized statement from Kim. Kim's self-serving statement indicated he could provide information about a large drug trafficking operation that was smuggling 50 pounds of Crystal Meth a day across the U.S. Mexico border. Kim also states he had information about a large fake identity manufacturing ring located in the Bay Area. In exchange for his cooperation, Kim wanted assurances he would not be charged with the crimes he was arrested. This assurance could not be given, leading Kim to invoke his Miranda Rights.

Evidence found on Kim at the time of his arrest indicated he was actively involved in a plethora of criminal activity including mail theft, identity theft and manufacturing fraudulent identification cards. Detective D. Shelby obtained a search warrant for two computers seized from Kim at the time of his arrest. Deputy W. Lam (Retired Annuitant) was able to access Kim's MacBook Pro and recovered a large volume of data indicating Kim was very adept at creating high-quality fake ID cards. After reviewing the data obtained from Kim's computer, Detective Shelby contacted the FBI



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

to review the case for possible federal charges. The Special Agent in Charge of the case adopted the case based on the evidence obtained from Kim's computer. The Special Agent suspected Kim was the ringleader of a large fraudulent identity manufacturing crew, but Kim's prior arrests did not provide sufficient evidence to support his suspicions. The FBI is also reviewing the evidence to determine criminal charges related to Kim's use of a fake ID to fly on a commercial airline. The FBI investigation is ongoing at this time. The Alameda County District Attorney's Office has committed to pursuing a complaint against Kim in the event the FBI decides not to pursue federal charges.



## NOVEMBER 2019 - ACSO REPORT NUMBER 19-019718

October 2019, the FedEx Director of Security reported several Apple products, including Apple TV's, were stolen from a FedEx contractor at the Oakland Airport Hub. Detective J. Switala obtained a search warrant to track the stolen items to persons who might have registered them. Between the issuance of the search warrant to Apple Corporate Offices and their response to the warrant, the FedEx Director of Security reported the theft of a pallet containing 160 Apple iPhone 11's from the Oakland Hub. The iPhones had a retail value exceeding \$160,000.00. FedEx's loss was the insurance deductible of \$100.00 per iPhone equaling \$16,000.00. The warrant return information provided by Apple revealed registration details for two Apple products reported stolen in the original case. FedEx employee, Tony Lam, was one of the people who registered a stolen Apple TV using his iTunes account. Detective Switala conducted an exhaustive investigation including reviewing a copious amount of surveillance video showing the pallet theft. Detective Switala was able to identify Tony Lam as the suspect responsible for the theft of the pallet of iPhones. Detective Switala obtained a Ramey warrant for Lam's arrest as well as a search warrant of his residence based on her investigation. With the assistance of SIU, SRU, TCU, the Safe Task Force and a UAV Unit Lam was taken into custody, and his residence was thoroughly searched without incident. During an admonished statement, Lam admitted to his involvement in stealing the



iPhones, after initially denying any involvement. The iPhones were not located during the search of Lam's residence. The ITTF will conduct follow up in an attempt to locate the stolen iPhones and identify any additional suspects.

#### CASH AND DRUG SEIZURES FROM JULY THROUGH DECEMBER 2019

Cash:	\$1,777,961.00
Marijuana:	125 Pounds
Concentrated Cannabis:	10.3 Pounds
Meth:	47.5 Grams
Cocaine:	9 Grams
Heroin:	6.4 Pounds

#### MARITIME UNIT

On December 16, 2019, Sergeant B. Brandt submitted the appropriate paperwork to get approval for the Boating Safety and Enforcement Equipment grant for \$28,450.00. This grant supports the equipment of ACSO's 31-foot boat.

Also, in mid-December, Sergeant Brandt submitted the request for the Boating and Safety Enforcement grant for \$300,000.00. This funding will support the equipment and staffing of ACSO's 85-foot marine patrol boat.





# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

## ALAMEDA COUNTY NARCOTICS TASK FORCE (ACNTF)

June 2019 through December 2019

- Search Warrants: 25
- Probation Searches: 5
- Drug Value Seized: \$6,209,649.00
- Total Arrests: 42
- Operations Conducted: 137
- US Currency Seized: \$287,769.00
- Firearms Seized: 21

### CASE SUMMARIES:

#### 19-015593

ACNTF developed information regarding a mid-level cocaine and marijuana supplier for the San Lorenzo/San Leandro area residing on Via Arroyo. ACNTF conducted a controlled buy of cocaine from Nasir Sharifi at his residence, which led to the issuance of a search warrant.

On September 11, 2019, Sharifi was seen leaving the San Lorenzo location and was stopped pursuant to the search warrant. US Marshals assisted ACNTF with the service of the search warrant and detained Sharifi's roommate, Robert Finch. Evidence was located within the house connecting Finch to the sales of narcotics and illegal possession of a firearm. During the search of the residence, ACNTF located an additional illegal firearm with an extended magazine, over 1.75 kilograms of cocaine, 28 pounds of processed marijuana, \$44,816.00, scales and packaging in Sharifi's bedroom.





19-021398

In October 2019, ACNTF developed information about Alberto Gallegos illegally trafficking cocaine with the assistance of his brothers and Gabriel Benitez-Rangel. Gallegos was a previous ACNTF target who was arrested in May 2018, after a search warrant operation. During this investigation, Detective Hughes identified and developed probable cause for six locations.

On December 19, 2019, ACNTF with the assistance of ACSO SRU, TCU United States Marshal Service (USMS) and Oakland Housing Authority (OHA) conducted a simultaneous search warrant operation at six locations in the City of Oakland targeting Gallegos' Drug Trafficking Organization.

During a search of the locations, 132.6 grams of Cocaine (4.6 ounces), 172 grams of Fentanyl (6 ounces), 12.4 grams of Fentanyl capsules, 424.7 grams of Heroin (15 ounces), 330.3 grams of Methamphetamine (11.65 ounces), 194 various controlled pharmaceuticals, 26,779 grams processed Marijuana (59 pounds) and 2,664 grams of concentrated cannabis (5.9 pounds) were located and recovered. Additionally, seven firearms (three assault rifles, three handguns and a sawed-off shotgun), body armor and \$91,610.00 in cash were recovered.



Six subjects were arrested and booked into SRJ for narcotic sales and illegal weapon possession. A Ramey warrant was issued for the sole outstanding suspect (Benitez). On January 9, 2020, ACNTF located Benitez and took him into custody.

## SEXUAL ASSAULT FELONY ENFORCEMENT (SAFE)

- From May 7 through 9, 2019, the SAFE Task Force initiated a three-day arrest warrant operation in an effort to arrest 290 violators. The operation involved six teams made up of members from the ACSO TCU, Berkeley Police Department, California Department of Corrections and Rehabilitation, Oakland Police Department, US Marshals



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

Office and the Santa Clara County Sheriff's Office. The operation reduced the number of wanted 290s from 66 to 37, 20 were arrested, three located out of state, two located in care facilities deemed unfit for incarceration and four were confirmed as deceased.

- The SAFE Task Force conducted 546 compliance checks in 2019, compared to 364 in 2018. SAFE conducted 182 parole/probation searches in 2019, compared to 93 in 2018.
- SAFE was contacted by SRJ Deputies after a female inmate reported that she had recently been raped in Oakland. ACSO completed a report. SAFE conducted an interview with the victim and assumed the investigation. Based on information provided by the victim, SAFE identified Niles Auerbach and John Reed as the suspects. The victim identified both suspects via sequential line-ups and made pre-text phone calls to the suspects. SAFE wrote Ramey warrants for each suspect, a search warrant for the residence of suspect Auerbach and a search warrant to search electronics. SAFE and ACSO Deputies arrested both suspects. The suspects were both charged with multiple counts related to the sexual assault of an unconscious victim.
- SAFE was contacted by Alameda Police Department regarding a possible “cat phishing” case. SAFE investigated the case and identified William Marigny as the suspect. SAFE began the investigation by contacting the juvenile victim and parents. A search warrant was served on the Instagram account being used by the suspect and revealed that the suspect was using it for the purpose of meeting teenage boys. SAFE learned Marigny tried to set up a meeting at an Oakland hotel for the purpose of engaging in a sexual encounter. The victim allowed SAFE to use her cellular phone and continue corresponding with Marigny. SAFE subsequently arrested Marigny at the Oakland International Airport with the assistance of ACSO Deputies. Marigny was interviewed and invoked after admitting that the Instagram account being used belonged to him. As the investigation continued, multiple teenage boy victims were identified. Marigny was a youth group leader at a church in the City of Oakland. SAFE served a search warrant on Marigny’s home and electronic devices. During the search of Marigny’s home, an AR-15 assault rifle was located with multiple large-capacity magazines.

## SAFE Stats June 2019-December 2019

	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Cases Open	10	10	13	12	4	5	11	65
Misdemeanor Arrest	1	0	0	0	0	0	0	1
Felony Arrest	10	7	7	6	7	2	3	42
Probation / Parole Searches	11	10	15	27	28	9	5	105
Arrest Warrant Issued	0	1	9	9	6	2	8	35
Compliance Check	28	75	42	40	18	39	28	270
Megan's Law Disclosures	2	2	3	5	4	2	1	19



## HOSPITAL POLICE SERVICES (HPS)

- With the completion of the construction of the fourth and fifth floor links and HGH Courtyard, ACSO personnel under the direction of Sergeant M. Giammalvo developed recommendations for the policy and security for the newly completed areas.
- To better serve the needs of the ACSO and the community, dedicated positions at the HPS were established to assist in the transition and training for Deputies entering the Field Training Officer (FTO) Program. This program has helped Deputies transition from custodial positions to patrol related positions by allowing for interaction with the general public in a more controlled environment. Deputies are assigned to HPS for three to six months are better prepared for the FTO. This has resulted in a higher success rate of completion of the FTO program. Over the course of the last year, seven Deputies have completed the program and are currently assigned to patrol duties.

## PERALTA POLICE SERVICES (PPS)

- On July 4, 2019, PPS Officers provided police services to the Merritt College Campus to prevent the illegal use of fireworks. Over the past four years, PPS has provided our services during the July 4th Celebration in order to protect the campus, Oakland Hills and the neighborhoods surrounding the Merritt College Campus from the illegal use of fireworks. Prior to 2016, the crowds in the area reached over 2,000 participants often bringing fireworks, alcohol, drugs and a large amount of vehicular traffic to the area. Over the course of four years, PPS has been able to reduce the number of participants to 200-300, eliminated the use of fireworks, and continue to reduce the use of alcohol and drugs. Our services have been publicly recognized by the surrounding neighborhoods and those in attendance who enjoy the many legal firework displays which can be seen from the campus.





# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

- In August 2019, PPS conducted Active Threat Training at the Peralta Community College District Offices and the College of Alameda for faculty and staff. In December 2019, PPS along with the ACSO SRU participated in Active Shooter Training at Laney College.
- In October 2019, PPS began the “Let’s Talk” Forum. “Let’s Talk” was formed to create an environment where faculty/staff and students could come and interact with Law Enforcement in an informal environment. Faculty/staff and students were encouraged to ask any questions they had of PPS or Law Enforcement in general. Dialogue on all campuses was created, and several relationships with faculty/staff and students were created. The “Let’s Talk” forum will continue each semester on each of the campuses.

## AC TRANSIT POLICE SERVICES

- New lockers were purchased for the AC Transit and TCU deputies. This project is in furtherance of our goal to create a better working environment for our personnel.
- AC Transit participated in a 6-month pilot program to curb illegal dumping at selected locations in Oakland. Over the course of this assignment, deputies conducted almost 600 patrol checks, made 53 arrests, issued 306 citations and towed 107 cars. As a result of surveillance operations and follow up from reviewed video footage, 11 cases were charged by the District Attorney’s Office for illegal dumping violations. Of the 615 contacts made, over 260 were with community members. That includes speaking with residents and business owners in the area. The ACSO presence there directly improved the quality of life for a neighborhood that was in dire need of police services.



- On September 6, 2019, around 0025 hours, Deputy Foote observed a silver Hyundai Santa Fe drive through a red light at the intersection of Lake Merritt Boulevard/12th Street in Oakland. He initiated a traffic enforcement stop and spoke with the driver, 35-year-old Courtney Smith, who resides in Oakland.



Smith was active to felony probation for Felon in Possession of a Firearm with a four-way search condition. During the probation search, Deputy Foote located a loaded Glock 22, .40 caliber semi-automatic pistol with a high capacity magazine under the driver's seat. Deputy Foote also found various narcotics inside the car, including 35 grams of Marijuana, 33 grams of Cocaine, 25 grams of heroin and 73 grams of Methamphetamine. Smith possessed over \$2,200.00 cash in the vehicle, along with a digital scale and empty cellophane baggies.

Smith admitted to possessing the narcotics for sale and said he was armed for his protection. Smith was booked for numerous felony offenses, including being a Felon in Possession of a Firearm, ammunition, high capacity magazine, along with the associated narcotics offenses.

- AC Transit deputies investigated two robberies in October 2019. Both robberies occurred on International Boulevard near 90th Avenue in the early evening hours and were committed by the same suspect, a 13-year-old male.

The first robbery took place on October 10, where the suspect forcibly took the victim's cell phone from her hand after the coach came to a stop. Deputies were unable to locate the suspect; however, video from the coach provided a high-quality image used to create an APBnet flyer.

Two days later, the suspect attempted to take the victim's wallet from his pants pocket when the coach arrived at the bus stop. The victim resisted and was punched multiple times before the suspect fled the area. The victim sustained a broken nose from this assault.

Deputy M. Sheldon investigated the second robbery and recognized the suspect in the coach footage from the previous APBnet flyer. Deputy Sheldon reached out to his network of Oakland SROs and together were able to identify the juvenile suspect.

Deputy Sheldon met with both victims and additional witnesses who all identified the suspect via a series of sequential photo line-ups. Of note, he had one prior arrest from the SLPD for 23103 and 148.

On November 15, 2019, Deputy Sheldon located and arrested the suspect at his school (Community Day School) in Oakland. He was transported to the Juvenile Justice Center (JJC) for criminal complaints of two counts of PC 211 and PC 243(d).

- On December 16, 2019, about 1355 hours, Deputy E. Yuen conducted a traffic enforcement stop on a red Oldsmobile Silhouette van at San Leandro Street and Prune Street in Oakland.

The vehicle was occupied by the driver, 31-year-old Candace Hibrand, and passenger, 43-year-old Anthony Ellis. Hibrand was clear of warrants and had a valid license. Ellis had an S-7 search clause pursuant to his probation for PC 245 and PC 496.

Hibrand consented to a pat search which revealed a bindle of Methamphetamine and Heroin in her pocket.



# STRATEGIC PLAN

LAW ENFORCEMENT SERVICES DIVISION | MANAGEMENT SERVICES DIVISION

A search of the vehicle revealed a loaded 9mm semi-automatic Firestar M43 handgun concealed within Ellis' bag. The weapon was determined to be stolen out of the Alameda Police Department's jurisdiction.

Additional items indicative of drug sales and drug paraphernalia were recovered (scales, baggies, pay/owe sheets, pipes and needles).

Multiple power tools, multiple laptops, electronics and unopened gift cards were collected for observation.

Hibrand provided a Mirandized confession of her possession of the contraband and was subsequently arrested. Because the firearm was in Ellis' property, he was also arrested and his probation was violated. Both were transported and booked into SRJ.

## MANAGEMENT SERVICES DIVISION BACKGROUNDS AND RECRUITING UNIT

The Backgrounds and Recruiting Unit accomplished the following:

- Completed 65 Full Background Investigations.
- Received 18 New Background Investigations.
- Completed 21 Mini Backgrounds.
- Total billing for work listed above: \$49,850.00.



- During this timeframe, the 166th and 167th Academies started. The Backgrounds and Recruiting Unit was able to send 41 ACSO recruits to these two academies.



- On July 3, 2019, the Backgrounds and Recruiting Unit attended a “Career Night” recruiting event at the Sacramento Regional Public Safety Training Center.
- On July 7, 2019, the Backgrounds and Recruiting Unit completed their final day with their recruiting booth at the Alameda County Fair (June 14 through July 7, 2019). We received a lot of foot traffic, some strong leads and it was an overall successful event.



- On August 10, 2019, the Backgrounds and Recruiting Unit conducted a practice Physical Agilities Test for potential candidates for the position of Deputy Sheriff Recruits.
- On August 17, 2019, the Backgrounds and Recruiting Unit along with Human Resources conducted a Physical Agilities Test for potential candidates for the position of Deputy Sheriff Recruits.
- On August 24 and 25, 2019, the Backgrounds and Recruiting Unit along with Human Resources set up a recruiting booth at the City of Oakland's Annual Chinese Street Festival.
- On August 31, 2019, the Backgrounds and Recruiting Unit set up a recruiting booth at the Annual Scottish Highland Gathering at the Alameda County Fairgrounds.
- During August 2019, the Backgrounds and Recruiting Unit successfully launched their Instagram Page (Join\_ alamedacountysheriff) in the first of many planned multi-media platforms which will be used to reach a larger pool of potential candidates for the position of Deputy Sheriff Recruit.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

- On September 6, 2019, the Backgrounds and Recruiting Unit attending a hiring fair for veterans in Palo Alto.
- On September 7 and 8, 2019, the Backgrounds and Recruiting Unit set up a recruiting booth at the annual Castro Valley Fall Festival.
- On September 9, 2019, the Backgrounds and Recruiting Unit conducted a Background Orientation for the potential recruits of the 167th Academy.
- On September 9, 2019, the Backgrounds and Recruiting Unit also conducted a Coopers Assessment for the potential recruits of the 167th Academy (November 4, 2019, through May 8, 2020).
- On September 23, 2019, the Backgrounds and Recruiting Unit conducted a round table with the Sheriff for recruit selection to the 167th Academy: 23 recruits were selected.
- On September 24, 2019, the Backgrounds and Recruiting Unit attended a recruiting event at Merritt College.
- On September 26, 2019, the Backgrounds and Recruiting Unit conducted a Physical Agilities Test and oral board interviews for potential non-affiliate candidates for the 167th Academy.
- On October 5, 2019, the Backgrounds and Recruiting Unit attended a Police Car Show/Recruiting event hosted by the Menlo Park & Ripon Police Departments. ACSO attained 1st Place and won the best in-service patrol car award.
- On October 9, 2019, members from the Backgrounds and Recruiting Unit participated in a Criminal Justice career advisory event at Carrington College.
- October 11 through 13, 2019, the Backgrounds and Recruiting Unit hosted multiple recruiting events during Fleet Week in San Francisco.





- On October 27, 2019, Deputies Lopez and Mitchell hosted a pre-academy orientation for the recruits of the 167th Academy.
- October 28 through November 1, investigators from the Backgrounds and Recruiting Unit attended a CVSA Certification and Re-Certification Class.
- On November 17, 2019, the Backgrounds and Recruiting Unit conducted a practice Physical Agilities Test for potential candidates for the position of Deputy Sheriff Recruit.
- On December 7, 2019, the Backgrounds and Recruiting Unit conducted a Physical Agilities Test for potential candidates for the 169th Academy.
- On December 20, 2019, the Backgrounds and Recruiting Unit conducted a Round Table with the Sheriff for Post Grad and Lateral candidate selection: 10 were selected, pending successful completion of their medical and psych testing.

## EXPLOSIVE ORDNANCE DISPOSAL (EOD)

- Provided explosive detection sweeps for the Raiders games, concerts and street fairs.
- Handled 69 calls for service from suspicious packages, military ordnance, fireworks and IEDs.
- Purchased two new robots.
- Purchased six new bomb suits.
- Installed drains around the Blue Warehouse and prepared the area for pavement.

## EXPLOSIVE ORDNANCE DISPOSAL CANINE UNIT (K-9)

- EOD K9 unit responded to 65 calls for service. Total of 140 calls for service in 2019.
- Acquired and completed contract with UC Berkeley for explosive sweeps during the Cal Bears season.
- Deputies K. Gaudinier and C. Amezcuia completed ACSO canine certification.
- Deputies M. Hildenbrand and R. Faaborg continued progression in required courses enabling imprinting and training of detection canines (NARC, GUN and EOD).
- Completed Request for Proposal procurement on a multiyear contract for services for Canine supplier and trainer for fiscal year 2019-2021.



## PATROL CANINE UNIT (K-9)

Hander Selection: Deputy Shane Kaufman

Physical apprehensions: 2

Surrenders: 50

U.S. Currency: \$1,448,066.00

Marijuana: 231.5 lbs.

Methamphetamine: 3 lbs.

Cocaine: 3 lbs.

Heroin: 37.5 lbs.

Mixture of Narcotics: 6.4 lbs. (Meth, Heroin, Fentanyl)



## HUMAN RESOURCES UNIT PERSONNEL UNIT

1. New Hires – The Personnel Unit hired 52 new employees: 36 sworn and 16 professionals.
  - YTD: 83 new hires: 51 sworn and 32 professionals.
2. Internal Promotions: The Personnel Unit processed 21 total internal promotions, not including actors: 18 sworn and 3 professionals.
  - YTD: 33 Total, not including actors: 26 sworn and 7 professionals.
3. Notable Promotions (sworn) – 5 professional staff to Recruit, 10 Deputies to Sergeant, 1 Sergeant to Lieutenant, 2 Lieutenants to Captain.



#### 4. Other Accomplishments:

- Successfully facilitated the hiring of Recruits for July and November 2019 Academies.
- HR staff participated in Recruitment event along with the Backgrounds and Recruiting Unit in July and August 2019, at Alameda County Fair and Chinese Street Fair.
- Staff attended and/or participated in the following:
  - ACSO Strategic Planning session (June 6, 2019)
  - Human Resources Academy (June 17, 2019)
  - Quarterly Diversity Coordinator's Meeting/Training (July 18, 2019, and November 7, 2019)
  - Disability Leaves & Laws Training (July 15, 2019)
  - California Public Employee Labor Relations Association Training Conference (CALPELRA) (November 18 through 22, 2019)
  - Alameda County 14th Annual Disability Employment Awareness Conference
  - Conducted 10 Supervisor Seminar Sessions in November 2019
- Successfully conducted 14 exams, 9 certifications.
- Assisted with volunteer staffing for the SWAT Fitness Challenge (September 2019).
- Assisted Agency Attorneys defending Jail and Court Staffing lawsuits with collection of data and information regarding HR pre-employment, hiring and staffing practices. (September and December 2019).
- Successfully passed PREA HR/Background file audit conducted on August 15, 2019.
- Established an Official Job Posting and Recruitment Linked in Page (September 2019).



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

## WORKERS' COMPENSATION UNIT

- Monthly average for all ACSO staff off duty and modified duty: 107 (6.3% of 1,659)
  - Sworn: 54 (5.8% of 937)
  - Professional: 22 (3.3% of 675)
- Secured 185 temporary modified duty assignments for industrial and non-industrial injured employees from June to December 2019.
- Processed 367 Workers' Compensation Claims from June through December 2019.
- Conducted the interactive reasonable accommodation process with 14 employees.
- Nine Disability Retirement applications were approved by ACERA.
- November 6 through 8, 2019, attended the National Workers' Compensation and Disability Conference.
- On October 29, 2019, coordinated the Active Shooter Training for ACSO Headquarters professional staff.
- Collaborated with Risk Management and Warrants and Records to conduct asbestos abatement.
- Collaborated with Risk Management and staff as Eden Township Substation and California State Department of Public Health to conduct radiation tests as Eden Township Substation and Warrants and Records.
- Conducted Training for:
  - Newly promoted Sergeants, Santa Rita Jail, November 6, 2019.
- New employees, at New Employee Orientation/Cardinal Sins, Regional Training Center, November 4, 2019.





- New recruits at Recruit Orientation, Employee Benefit Center, October 18, 2019.

## SUPPORT SERVICES

### PLANNING AND RESEARCH (P&R)

- Implemented Forward Facing PowerDMS in order to allow public view of all Agency written directives. This required a review of all written directives in order to ensure written directives containing sensitive information were properly redacted. All agency written directives are now available to the public via our Agency website.
- Launched our second year ACSO Pink Patch Project. A combined total of \$2,500.00 raised between ACSO and Dublin PD patches. These funds were again donated to the Women's Cancer Resource Center(WCRC) in the Berkeley. This year, we were also approached by Ed Jones & Co. who wished to create a pink badge for our Agency. Pink badge sales in the amount of \$2,800.00 were also donated to the WCRC.



- Assembled a team of ACSO staff to participate in the WCRC annual Swim-a-Thon. This fundraiser is the largest fundraiser of the year for the organization. The members of our team collectively raised \$5,200.00 for WCRC. Our participation in this event was extremely impactful for members of the WCRC community as well as our staff and their family members who attended.
- Successfully completed the Annual Agency Inspection.

## CALEA

- Successfully completed our second annual Advanced Law Enforcement Accreditation CSM remote file review.



## TECHNICAL SERVICES UNIT (TSU)

- Worked with ITD to roll out Multi Factor Authentication (MFA) for County Email.
- Enabled Password Self Reset where users can reset their own passwords after answering questions.
- Rolled out Agency Web Teleconference Software.
- Hired a Programmer to begin developing an agency timekeeping and payroll system.
- Civil CMS Updated.
- Coroner CMS Updated.
- Launched new Centralized Help Desk.
- Consolidated Unit Drive Data.
- Patrol Car Technology Redesign.
- Helped Launch Phishing training for all staff.

## CENTRAL IDENTIFICATION BUREAU (CIB)

- On July 23, 2019, the Alameda Board of Supervisors (BOS) approved the Gemalto Cogent – Alameda Support Service contract. This contract covers the maintenance and support of CAL-ID systems throughout Alameda County and the Alameda/Contra Costa County Regional CAL-ID maintenance and support.
- Four new Fingerprint Examiners (FPE) successfully completed Phase 1 through Phase 3 of the CIB In-House training. All four FPE are released and assigned to Cogent Automated Fingerprint Identification System (CAFIS) processing. Shift Identification Supervisors will continue to monitor the new FPE and assist them when needed.
- On August 6, 2019, the Alameda Board of Supervisors (BOS) approved the Ron Smith and Associates Service contract. This contract provides specialized forensic and technical services and support for CIB Tenprint and Latent Fingerprint Sections.



## MULTIMEDIA SERVICES UNIT (MSU)

- Purchased a Canon EOS-R mirrorless full frame digital camera.



- Upgraded the digital press printers and installed two XEROX printers, the Iridesse production press color printer, and the D136 black and white printer which includes a new storefront online ordering system.
- Identified a new office location for the MSU manager and working to identify funding sources.
- Upgraded the Video Production room and utilize the new Teleprompter system in a studio setup. The videos of the Sheriff's Update are now properly lit in a studio setting with full use of the the teleprompter. This is a substantial improvement in how the video was produced, as it no longer takes place during the monthly staff meeting.
- Multimedia Unit played a vital role in support of the 2019 SWAT Fitness Challenge. Created various graphic designs and exercise books from scratch, printed banners, posters and signs. The video team produced a "same-day-edit" video of the SWAT Fitness Challenge event and successfully presented it during the final event banquet.

## FINANCE UNIT

- First Quarter projections were prepared by the Finance Unit and submitted to the County Administrator Office (CAO) in October 2019. At that time, we were projecting to be \$3.3m over budget.
- In collaboration with Detention and Correction, we were able to successfully increase our US Marshal rate for contract inmates from \$122.00 to \$148.00 for all federal inmates, which was retroactive back to July 1, 2019.



# STRATEGIC PLAN

AGENCY WIDE ACCOMPLISHMENTS

- We submitted our 2019 SCAAP application. We were awarded \$854,837.00 and was received in December 2019.
- We promoted one of the Finance Staff from Financial Services Specialist II to Sheriff's Program/Financial Specialist to manage the budget for the Detentions and Corrections Division.
- We hired a new Sheriff's Program/Financial Specialist to manage the budget for the Management Services Division, which has since become vacant due to that employee taking a promotion with the Probation Department.
- The Daily Jail Rate (DJR) for our Agency was updated in September 2019, which is now \$227.54.
- In collaboration with our Aviation Unit and County Administrator, we were able to enter into an agreement with Bell Textron and successfully secured funding for the purchase of a helicopter for \$2.9m.



- General Order 2.53, Purchasing Card was released in DMS with regards to participating in the County's purchasing card program.
- Processed 34 Maintenance of Effort (MOE) Budget Requests from the various units to assess their budgetary needs for the upcoming 2020-2021 fiscal year.

## GRANTS

- Completed 34 individual items to close out the desk review of JAG 2015 and JAG 2016.
- Completed all Back Due Performance reports for JAG 2015, 2016 and 2017, including PMT reports which equaled 451 reports.



- Completed DOJ site visits for COPS Hiring and COPS CPD Grants with no findings.
- Updated Grants Unit G.O. 2.38, Grants Management.
- Submitted Completed Corrective Action Plan for FEMA site visit on Port Security Grant, all areas of non-compliance are now resolved and closed.
- Established Sub-Recipients Agreements.
- In coordination with the operational units, we applied for and were awarded 13 Federal and State Grants in the past six months.
- Continuing with the reorganization and expansion of the Grants Unit to include:
  - One Financial Services Officer
  - One Supervising Financial Services Specialist
  - One Sheriff's Program Financial Specialist
  - One Financial Services Specialist

## CONTRACTS BILLING

- The Contracts Billing Unit processed 188 invoices totaling \$37,046,750.00.

## PAYROLL UNIT

- The final phase of self-service time entry was completed in August 2019. All ACSO members are now on self-entry which has resulted in cost savings to our Agency of approximately \$1.2m.
- G.O. 2.51, FLSA Timesheet was completed with regards to self-service time entry
- Policy and Procedures for the Payroll Unit were completed for:
  - Additional and Emergency Response Pay
  - Payroll Unit Personnel
- Over the past six months, the Payroll Unit has processed 89 employees' discrepancy memorandums and 184 Contracts Billing Unit discrepancy memorandums.



# STRATEGIC PLAN

ACTION ITEMS

## 01 Internal Affairs

### Action Item

Sound Masking of 1401 Lakeside Drive, 7<sup>th</sup> Floor.

### Justification

Due to the construction of the building, the 7th floor ceiling is an open space which allows noises to travel further. Due to the sensitive nature of our investigations and the need for privacy, sound masking equipment will protect speech behind closed doors.

### Lead

Captain Emmanuel Christy, Sergeant Clinton Smith

### Completion

July 2017

1	2	3	4
Identify the type of desired sound masking equipment.	Obtain quotes and identify the vendor/SLEB.	Purchase the equipment.	Work with GSA to install equipment.
Completed	Completed	Completed	Completed

## 02 Internal Affairs

### Action Item

Purchase body armor outer vest carriers.

### Justification

All sworn officers assigned to 1401 Lakeside are plain clothed. If the immediate need for body armor arises, outer vest carriers can be quickly donned over clothing.

### Lead

Captain Emmanuel Christy, Sergeant Clinton Smith

### Completion

April 2017

1	2	3
Obtain quotes for the desired carrier.	Identify the vendor/SLEB.	Purchase the carriers.
Completed	Completed	Completed





### 03 Internal Affairs

#### Action Item

Update Internal Affairs interview room.

#### Justification

Currently, Internal Affairs only audio records their interviews with hand held digital recorders. With all the advancements in technology there is a definite need to upgrade our interview room to include video recording and a monitor to watch video evidence. The upgrade will also enhance our investigations.

#### Lead

Captain Emmanuel Christy, Sergeant Clinton Smith

#### Completion

June 2017

1	2	3	4
Conduct due diligence to decide which system to purchase.	Identify a funding source to purchase the needed equipment.	Obtain quotes and purchase equipment.	Work with GSA to install equipment.
Completed	Completed	Completed	Completed

### 04 Internal Affairs

#### Action Item

Purchase six AR-15 rifles for 1401 Lakeside Drive, 7<sup>th</sup> Floor.

#### Justification

Deputies assigned to the 7<sup>th</sup> floor will be first responders in the event of a critical incidents in and around 1401 Lakeside. The rifles will be used if the need arises for additional protection of employees and citizens.

#### Lead

Captain Emmanuel Christy, Sergeant Clinton Smith

#### Completion

February 2017

1	2	3	4
Obtain quotes for the purchase of the rifles.	Identify the vendor/SLEB.	Purchase the rifles.	Provide staff the required training to be proficient in the use of the AR-15 rifle.
Completed	Completed	Completed	Completed



# STRATEGIC PLAN

ACTION ITEMS

## 05 Crime Laboratory

### Action Item

Sheriff's Technician Crime Scene Training Course.

### Justification

Use of Criminalists or Deputy Sheriffs for many crime scene processing duties is extremely costly, especially when overtime is involved. Using well-trained Sheriff's Technicians would reduce costs, allow for an interesting professional growth opportunity for Sheriff's Technicians, and provide Criminalists and Deputy Sheriffs more time to focus on their primary duties.

### Lead

Crime Laboratory Director Steve Hayes

### Completion

2018

1	2	3	4
Review and update crime scene training curriculum.	Recruit Sheriff's Technicians.	Provide training course.	Provide competency testing.
Completed	Completed	Completed	Completed
5	6		
Provide on-scene mentoring.	Assign casework.		
Completed	Completed		

## 06 Crime Laboratory

### Action Item

Improve efficiency in DNA processing through expanded use of RapidDNA instrumentation as complete validations of high-throughput equipment and robotics.

### Justification

Turnaround times for DNA cases need to decrease in the Crime Laboratory so that investigators can receive important forensic information in a more timely manner.

### Lead

Supervising DNA Criminalist Rhonda Roby

### Completion

2017

1	2	3	4
Complete validation of IntegenX ID rapid DNA equipment.	Complete validation of the Life Tech 3500 genetic analyzer to increase DNA sample throughput.	Complete staff training and competency testing on equipment.	Implement in casework.
Completed	Completed	Completed	Completed



## 07 Crime Laboratory

### Action Item

Incorporate mobile technology for crime scene documentation.

### Justification

Documentation of crime scenes through traditional note-taking and preparation of evidence logs and photo logs is inconsistent, time-consuming, and often redundant. Mobile applications eliminate these problems by allowing for simple and consistent entry of data which can be uploaded directly to the Lab's laboratory information management system. This will ensure laboratory reports are completed in a more timely and consistent manner.

### Lead

Supervising Criminalist Ann Keeler

### Completion

N/A

1	2	3	4
Evaluate commercially available crime scene documentation applications.  <b>Completed</b>	Identify funding for purchase.  <b>Completed</b>	Complete training and competency testing for staff.  <b>Pending</b>	Implement in casework.  <b>Pending</b>





# STRATEGIC PLAN

ACTION ITEMS

## 08 Coroner's Bureau

### Action Item

Purchase computers, cased in sterile/fully sealed rolling cabinets for use within the autopsy suite.

### Justification

To improve efficiency for pathological data entry while in the autopsy suite. This will eliminate the necessity of redundant work outside the autopsy suite.

### Lead

Lieutenant David Vandagriff, Dr. Michael Ferenc

### Completion

May 2018

<b>1</b> Test an initial design/purchased product.  <b>Completed September 2017</b>	<b>2</b> Meet with Pathologists to get input regarding the usefulness of the selected computer. Submit suggestions for the purchase of three additional units.  <b>Completed September 2018</b>	<b>3</b> Purchase tested computer or research additional purchase options.  <b>Completed September 2017</b>	<b>4</b> Submit purchasing information/documents to begin process to obtain computers.  <b>Completed September 2017</b>
<b>5</b> Complete purchase and deploy new equipment.  <b>Completed October 2017</b>	<b>6</b> Evaluate operability of equipment and consider modifications to increase effectiveness and reduce costs for additional units.  <b>Completed</b>	<b>7</b> Research and choose less expensive options for additional units based on pathologist and Sheriff's Technician input.  <b>Completed</b>	<b>8</b> Purchase new equipment.  <b>Completed</b>





## 09 Coroner's Bureau

### Action Item

Purchase upgraded CME (Coroner/Medical Examiner file management program) to replace a very outdated program currently in use.

### Justification

New laws and statutes, as well as a significant increase in various types of California Public Records Act requests (state level) and Freedom of Information Act requests (federal level) have made the existing 10-year old database clumsy and ineffective to use. There exists a need for new technology to keep pace with these changes.

### Lead

Lieutenant David Vandagriff, Retired Annuitant Jason Arone

### Completion

December 2018

1

Fully research existing software options and weigh against newest version of current software.

**Completed**

2

Interview vendors to obtain quotes for implementation of software to include proper data migration from current files.

**Completed**

3

Begin testing new products with the input of line staff and current supervisory staff to maximize impact on workload.

**Completed**

4

Submit quote for new product and begin purchasing process.

**Completed**

5

Purchase product; and work with vendor and Sheriff's IT to address issues/challenges for full implementation.

**Completed**

6

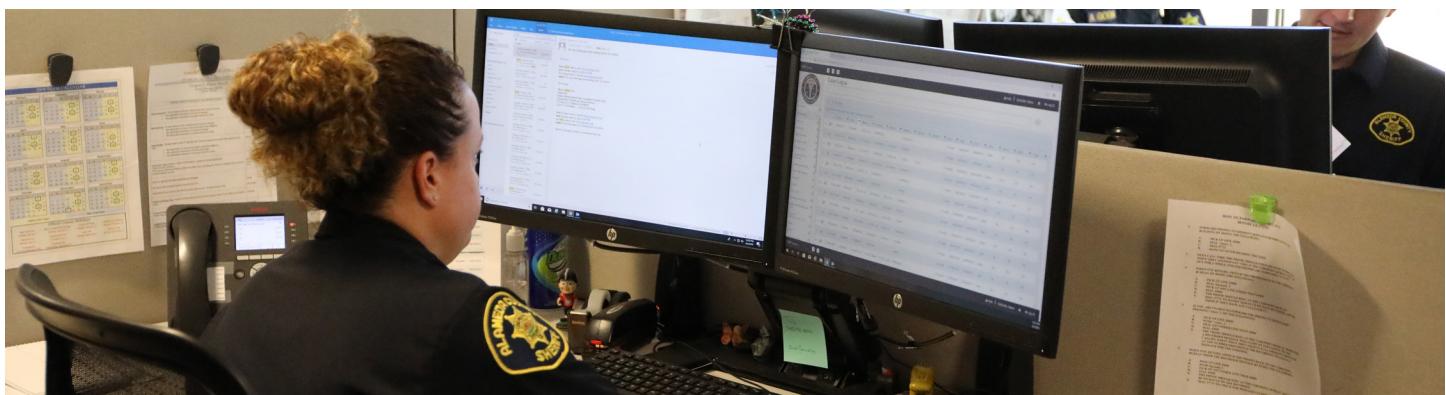
Establish training environment with vendor to properly implement product, and establish a timeline for full implementation.

**Completed**

7

In accordance with established timeline, go live with product.

**Completed**





# STRATEGIC PLAN

ACTION ITEMS

## 10 Coroner's Bureau

### Action Item

Transition deputies from standard duty belt configuration to a tactical load-bearing outer vest system.

### Justification

Coroner deputies are asked to perform very physical and sometimes overly strenuous tasks during the exercise of their duties. The lasting detrimental physical effects have potential to cause prolonged injury, and continued workers' compensation claims.

### Lead

Sergeant Daniel Dixon

### Completion

2018

1

Research tactical outer carrier vests and any additional equipment needed to complement the vests.

Completed

2

Provide quotes or identify an Agency open purchase order which the Coroner's Bureau can utilize for the purchases.

Completed

3

Receive approval from uniform committee.

Completed

4

Submit to finance, training for purchase.

Completed

5

Once approved, set a schedule for staff to be fitted for new vest.

Completed

6

Make purchase and review policies to ensure guidelines are in place.

Completed





## 11 Coroner's Bureau

### Action Item

Fit Coroner's Bureau's vans with appropriate computer systems.

### Justification

Current practices dictate redundant data collection and entry because of outdated pen-and-paper field actions. Mobile data terminals or digital data pads would provide staff members with options for data entry in the field, significantly reducing reporting time in the office.

### Lead

Lieutenant David Vandagriff, Sergeant Richard Macintire

### Completion

August 2019

1	2	3	4
Identify best product to deploy in vehicles with majority input from line staff.	Obtain quotes for products to be purchased.	Complete purchase of new equipment and deploy into vehicles.	Work with Sheriff's IT to properly outfit new equipment with appropriate software and connectivity.
Completed	Completed	Completed	Completed
5	6		
Establish a training policy and policy to bring all staff members up to speed on the new equipment.	Complete full deployment of mobile computer products.		
Completed	Completed		





# STRATEGIC PLAN

ACTION ITEMS

## 12 Office of Emergency Services

### Action Item

Remodel the Emergency Operations Center.

### Justification

The Office of Emergency Services was built in 1996 and is in need of modernization. Technology and process have changed and improved over the last 20 years and the EOC needs to be upgraded to enhance its capabilities.

### Lead

Captain Pace Stokes

### Completion

2019

1

Identify processes that need to be improved in the EOC.

**Completed August 2017**

2

Determine what technology, equipment, and furniture needs to be upgraded.

**Completed November 2017**

3

Obtain quotes and identify contractors.

**Completed**

4

Get FEMA approval for the modifications.

**Completed**

5

Complete the upgrades and test the equipment.

**Completed**

## 13 Office of Emergency Services

### Action Item

Expand the dumpster area behind the Office of Emergency Services.

### Justification

The current dumpster area is inadequate to provide sufficient space in order to comply with the County trash reduction mandates.

### Lead

Lieutenant Paul Liskey

### Completion

October 2017

1

Identify what recycle and trash receptacles are required.

**Completed September 2017**

2

Determine the space needs for the dumpster area to accommodate the new receptacles/dumpsters.

**Completed October 2017**

3

Work with GSA to hire a contractor to complete the work.

**Completed October 2017**



## 14 Office of Emergency Services

### Action Item

Integrate Alameda County Fire's mobile dispatch center with the Emergency Operations Center.

### Justification

Following a disaster, Alameda County Fire may not have dispatch capabilities at the communications center and their mobile dispatch center needs to be able to connect hardwire to a network to function at its capacity. The EOC has been determined to be the best location to accommodate that.

### Lead

Captain Pace Stokes

### Completion

Withdrawn

1

Work with ALCO Fire to determine network needs.

**Completed November 2017**

2

Work with Fire to complete the installation, once a purchase order has been obtained.

**Withdrawn**

3

Test the system and ensure functionality.

**Withdrawn**

## 15 Office of Emergency Services

### Action Item

Expand the SitStat program.

### Justification

The Sheriff's Office SitStat program has limited capabilities and can be improved by upgrading it to the cloud version, which has significant improvements and enhancements. The cloud version will allow more easy access to other police departments within the county.

### Lead

Captain Pace Stokes

### Completion

Added to 2020-2022 Plan

1

Obtain funding for the upgrade.

**Completed**

2

Communicate with the police chiefs to determine level of interest from each agency.

**Completed October 2017**

3

Enter into MOU's with the oncoming police departments.

**Postponed**

4

Work with Psomas Engineering to migrate to the cloud and on-board the new police agencies.

**Postponed**



# STRATEGIC PLAN

ACTION ITEMS

## 16 Office of Emergency Services

### Action Item

Replace the outdated Search and Rescue fleet of vehicles.

### Justification

The Search and Rescue vehicle fleet contains several vehicles that have outlived their useful lifespan and no longer meet the needs of the unit.

### Lead

Deputy Andrew Brosi

### Completion

2019

1

Identify which vehicles need to be replaced.

2

Determine the appropriate replacement vehicle and spec the container boxes to be installed.

3

Work with GSA Motors to obtain new vehicles.

Completed June 2017

Completed

Completed

## 17 Office of Emergency Services

### Action Item

Install assembly room doors near the kitchen exit.

### Justification

When the assembly room is in use, access to the kitchen is limited because there is no way to access the loading dock without going through the assembly room.

### Lead

Captain Pace Stokes

### Completion

June 2017

1

Work with GSA to determine the best construction method to add doors to the alcove leading to the loading dock.

Completed April 2017

2

Identify funding to complete the project.

Completed May 2017

3

Schedule with GSA to have the work completed.

Completed June 2017



## 18 Office of Emergency Services

### Action Item

Purchase a portable stage for the assembly room.

### Justification

The current stage looks worn and is in need of repair or replacement. Because of its construction, it is very heavy for staff to move and is a potential injury hazard.

### Lead

Captain Pace Stokes

### Completion

July 2017

1

Identify a replacement portable stage.

**Completed May 2017**

2

Identify a funding source for the stage.

**Completed May 2017**

3

Purchase the stage and test its functionality.

**Completed July 2017**



## 19 Animal Services

### Action Item

Purchase new field services trucks and boxes.

### Justification

All four field services trucks have several mechanical and other function issues. The animal boxes on the trucks are all at least 20 years old. The trucks and boxes need to be replaced.

### Lead

Lieutenant Paul Liskey

### Completion

2019

1

Work with GSA Motors and the fleet manager to schedule replacement of the trucks and boxes.

**Completed April 2017**

2

Identify the best truck and box configuration to meet the needs of field services.

**Completed May 2017**

3

Find a vendor to custom build the animal boxes.

**Completed May 2017**

4

Work with GSA Motors to design, build, and purchase the trucks and boxes.

**Completed**



# STRATEGIC PLAN

ACTION ITEMS

## 20 Animal Services

### Action Item

Develop a catch and release program for community (feral) cats.

### Justification

In order to reduce the population of feral cats, rather than euthanasia, a program of spay/neuter and vaccination, in order to return the cats to the community, is preferred. This would save the lives of many feral cats.

### Lead

Supervisor Jennifer Wills

### Completion

Suspended

1

Develop a written plan for the catch and release program.

Suspended

2

Identify a funding source for the spay/neuter and vaccination.

Suspended

3

Implement the plan and track the results.

Suspended

## 21 Animal Services

### Action Item

Develop, write and implement an Animal in Disaster Plan for Alameda County.

### Justification

There is currently no formal plan to outline how the County will deal with animals following a disaster. This plan needs to be developed.

### Lead

Supervisor Jennifer Wills

### Completion

Added to 2020-2022 Plan

1

Obtain plans from surrounding counties to study and understand how other counties address animals following a disaster.

Completed June 2017

2

Identify best practices for dealing with animals following a disaster.

Completed August 2017

3

With the cooperation of other county agencies, develop and write a plan.

Completed April 2019

4

Test the newly developed plan.

Postponed



## 22 Aviation Substation

### Action Item

Open Air Support Substation at the Livermore Airport (KLVK).

### Justification

ACSO is expanding its Aviation Unit to include manned and unmanned aircraft operations to provide air support to ground personnel throughout the County of Alameda and Region II.

### Lead

Commander Tom Madigan, Lieutenant Paul Liske, Deputy Rick Hassna

### Completion

2019

1	2	3	4
Sign Lease with Five Rivers Aviation.  <b>Completed</b>	Complete Build-out and Furnish Aviation Substation Offices.  <b>Completed</b>	Assign full-time deputy sheriff to Aviation Substation.  <b>Completed</b>	Commence day to day operations of manned and unmanned flights.  <b>Completed</b>

## 23 Aviation Substation

### Action Item

Seek funding and outfit ACSO Cessna 206 with all equipment necessary to conduct public safety missions.

### Justification

ACSO acquired a Cessna 206 and it needs to be outfitted with the latest technology to conduct public safety flights.

### Lead

Commander Tom Madigan, Deputy Rick Hassna, Air Squadron Volunteer Pilot Pete Sandhu

### Completion

June 2019

1	2	3	4
Identify and obtain grant funding for moving map system, radio system, and high-definition multi-sensor (to include Thermal and IO camera).  <b>Completed</b>	Install moving map system and radio system.  <b>Completed</b>	Install multi-sensor camera system.  <b>Completed</b>	Train Operators in the use of new equipment.  <b>Completed</b>
5	6		
Designate flight instructors for Cessna 2016.  <b>Completed</b>	Select Air Squadron members and ACSO pilots to be trained to fly aircraft.  <b>Completed</b>		



# STRATEGIC PLAN

ACTION ITEMS

## 24 Aviation Substation

### Action Item

Acquire new sUAS technology to include live-streaming of video feeds.

### Justification

ACSO has first generation sUAS equipment. With the rapid expansion of the technology, ACSO needs to seek new sUAS equipment.

### Lead

Commander Tom Madigan, Deputy Rick Hassna

### Completion

December 2017

1

Obtain sUAS with capability of live-streaming to a command post or operators in the field.

Completed

2

Identify funding and update sUAS aircraft.

Completed

3

Identify funding and update sUAS aircraft sensors.

Completed

4

Continue to advocate sUAS for public safety on a national level.

Completed

5

Seek Public Safety Aviation Accreditation for sUAS Units.

Completed

6

Provide monthly training to sUAS remote pilots.

Completed





## 25 Aviation Substation

### Action Item

Expand sUAS Unit to include additional Remote Pilots as well as develop and on-call schedule for a faster response.

### Justification

ACSO's sUAS Team has proven to be a valuable asset to the Region. As such it is necessary to expand the team and create an on-call schedule for a more rapid response.

### Lead

Commander Tom Madigan, Deputy Rick Hassna

### Completion

2019

1

Identify funding for two response vehicles.

**Completed**

2

Conduct remote-pilot test.

**Completed**

3

Train and certify new remote pilots.

**Completed**

4

Get on-call status approved and develop on-call schedule.

**Completed**

5

Begin on-call rotations.

**Completed**

## 26 Aviation Substation

### Action Item

Explore the feasibility of a countywide unified aviation program to include manned fixed wing and rotor craft as well as unmanned systems.

### Justification

A countywide aviation program will likely be a cost effective way to provide 24/7 aviation response to agencies throughout Alameda County.

### Lead

Commander Tom Madigan, Deputy Rick Hassna

### Completion

N/A

1

Form an internal aviation committee to prepare an executive summary to conduct a cost-benefit analysis.

**Completed**

2

Form an external committee to expand on ACSO's internal review of need for program.

**In progress**

3

Provide a written report and presentation to the ACCOPSA working group.

**Completed**

4

If determined to be feasible, work towards developing a countywide aviation program.

**In progress**



# STRATEGIC PLAN

## 27 Court Services

### Action Item

Work with California Department of Finance for additional court security funding for the East County Hall of Justice (ECHOJ).

### Justification

To ensure funding sufficient to meet Sheriff's Office staffing needs for the new courthouse, which replaces the court departments formerly at the Allen E. Broussard Courthouse.

### Lead

Captain Melaine Ditzienberger

### Completion

Suspended due to lack of funding

1

Determine courtroom assignments (trial, PX, collaborative, traffic, civil, etc.) to reallocate staff when ECHOJ opens.

Suspended

2

Move staff, equipment and some furniture to ECHOJ from Gale-Schenone Courthouse.

Suspended

3

Determine staffing requirements for ECHOJ, dependent upon court assignments, weapon screening, inmate movement.

Suspended

4

Update Court Services MOU.

Suspended

## 28 Court Services

### Action Item

Work with Court Executive Office to install computers at Wiley W. Manuel Courthouse in arraignment and collaborative courtroom.

### Justification

To allow deputies to run dockets and CRIMS or related/associated dockets in the courtroom, as there is currently no capability for that function.

### Lead

Captain Melaine Ditzienberger

### Completion

Suspended due to lack of funding

1

Work with CEO/AOC to install necessary data cables.

Suspended

2

Procure funding for computers/equipment.

Suspended

3

Purchase computers/equipment.

Suspended

4

Arrange for installation with Sheriff's IT.

Suspended



## 29 Court Services

### Action Item

Replace the outdated CCTV system in the Rene C. Davidson Courthouse.

### Justification

The system is out dated and has extremely limited viewpoints which provide little utility and very limited coverage.

### Lead

Captain Melaine Ditizenberger

### Completion

The Judicial Council putting a plan in place to address CCTV issues across the State

1

Contact a vendor to obtain a bid.

**Completed August 2017**

2

Identify a funding source of the project cost.

**No Funding per GSA and Court Executive Office**

3

Determine the funding breakdown for associated agencies in RCD.

**No Funding per GSA and Court Executive Office**

4

Install cabling, cameras and recording system.

**No Funding per GSA and Court Executive Office**

## 30 Court Services

### Action Item

Replace Civil Administration Software, currently SIRRON, with a new vendor.

### Justification

Sirron will be going out of business in the next 18 months.

### Lead

Captain Melaine Ditizenberger

### Completion

April 2019

1

Survey California State Sheriff's Office Civil Sections to determine the brands of software in use.

**Completed May 2017**

2

Contact software companies to obtain a quote and demonstration of software capabilities.

**Completed November 2017**

3

Initiate RFP for Civil Administration Software.

**Completed November 2017**

4

Select and purchase new software.

**Completed November 2017**

5

Work with software vendor and Sheriff's IT for data conversion and training of employees.

**Completed April 2019**



# STRATEGIC PLAN

ACTION ITEMS

## 31 Eden Township Substation

### Action Item

Eden Township Substation Second Floor Remodel: Phase 2 and phase 3.

### Justification

Create up to date workspace for the efficient and safe operation of ETS staff while working to improve relations with the community through proactive policing and professional criminal investigations.

### Lead

Captain David Blanchard

### Completion

2019

1	2	3	4
Obtain quotes from GSA regarding phase 2 and 3 of the ETS Second Floor Remodel.	Identify funding through the budget process while negotiating the fiscal impact to the Agency.	Schedule and coordinate construction efforts between GSA, outside contractors, and the Sheriff's Office.	Reassign staff to new locations within the remodeled ETS.
Completed	Completed	Completed	Completed

## 32 Eden Township Substation

### Action Item

Eden Township Substation Workstation Replacement and Upgrade.

### Justification

Furniture replacement to provide ergonomically correct workstations for ETS staff while working to improve relations with the community through proactive enforcement and professional criminal investigations.

### Lead

Captain David Blanchard

### Completion

2019

1	2	3	4
Obtain quotes from GSA regarding workstations for the Criminal Investigation's Unit.	Identify funding through the budget process while negotiating the fiscal impact to the Agency.	Schedule and coordinate construction efforts between GSA, outside contractors, and the Sheriff's Office.	Provide staff ergonomically correct work stations.
Completed	Completed	Completed	Completed



### 33 Eden Township Substation

#### Action Item

Staffing Adjustment To Facilitate Departmental Needs.

#### Justification

ETS is primarily responsible for training staff for field operations throughout the Sheriff's Office. This training is provided through the Field Training Program (FTP). ETS currently conducts training for multiple divisions and units within the Sheriff's Office. As a result of this training, ETS vacancies are created which negatively affect the efficiency in which public service and community policing at ETS is administered. Additionally, the ETS budget is negatively impacted through overtime costs to cover vacancies created by the FTP.

#### Lead

Captain David Blanchard

#### Completion

2019

1	2	3	4
Evaluate and project training needs of the Agency as it relates to the FTP.  <b>Not Feasible</b>	Obtain authorization to assign additional Deputy Sheriffs, above the funded and authorized limits, to ETS to facilitate the FTP.  <b>Completed</b>	Train selected Deputy Sheriffs in the FTP.  <b>Completed</b>	Assign graduates of the FTP to divisions holding vacancies.  <b>Completed</b>





# STRATEGIC PLAN

ACTION ITEMS

## 34 Eden Township Substation

### Action Item

Facilitate Proactive Policing Practices.

### Justification

Recently, new and evolving laws, policy changes, and the political landscape have deterred efforts for proactive enforcement. Proactive enforcement includes special attention to traffic issues, quality of life issues, and the suppression of criminal activity within the community. The need to emphasize this style of enforcement is necessary to create a safe environment within the community we serve and build a stronger foundation of public trust.

### Lead

Captain David Blanchard

### Completion

2019

1

Create a training program to educate staff on the benefits of proactive policing as they relate to community engagement and building public trust.

2

Facilitate training for all ETS Staff.

3

Monitor staff's efforts and professionalism while encouraging proactive policing efforts.

4

Make staff assignments to promote the expectations of ETS staff to be proactive in the fields of community care taking, traffic enforcement, and criminal element suppression.

Completed

Completed

Completed

Completed





## 35 Eden Township Substation

### Action Item

Expand Alameda County Sheriff's Office (ACSO) Evidence Storage capacity in a manner that provides safety to our staff and environmental controls to preserve DNA evidence.

### Justification

ACSO evidence storage has reached capacity. The building currently in use for criminal evidence storage is a combination of temporary buildings that will reach their anticipated lifespan. This is partially the result of the weight of the evidence and storage systems. Additionally, new laws are being established that require the extended preservation of evidence after judicial adjudication. The further dangers of controlled substances, and their associated byproducts, needs to be mitigated to improve the working conditions of staff assigned to work there. Finally, the building structure itself needs to be hardened to improve building security to protect criminal evidence.

### Lead

Captain David Blanchard

### Completion

Suspended due to lack of funding

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Work with GSA and ACSO P&R to develop building plans that meet the future needs of the Agency as it relates to evidence storage.	Identify space on the ETS campus for the new building.	Obtain quotes for the building's construction and associated costs to store evidence.	Identify a funding source utilizing fiscal responsibility to finance construction costs.
<b>Suspended</b>	<b>Suspended</b>	<b>Suspended</b>	<b>Suspended</b>
<b>5</b>	<p>Complete construction and transfer operations.</p> <p><b>Suspended</b></p>		





# STRATEGIC PLAN

ACTION ITEMS

## 36 Eden Township Substation

### Action Item

Increase parking at Eden Township Substation for personal and county vehicles.

### Justification

The parking capacity at ETS is limited. As a result, patrol vehicles and personally owned vehicles do not have appropriate space. The Eden Township Division, operating out of ETS, is likely to expand with additional programming and enforcement efforts. Additional parking is necessary to facilitate the overall operation.

### Lead

Captain David Blanchard

### Completion

Suspended due to lack of funding

1

Identify space at ETS to expand parking.

Suspended

2

Work with GSA to maximize existing space used for parking.

Suspended

3

Identify funding to expand parking into areas not currently utilized for that purpose.

Suspended

4

Work with GSA to complete addition blacktop construction in identified expansion areas.

Suspended





## 37 Special Response Unit/Crisis Intervention Unit

### Action Item

Maintain operational readiness through training and personnel selection.

### Justification

The Special Response Unit and Crisis Intervention Unit have continual staff turnover. The identification of appropriate replacements and high quality training is required for operational readiness for tactical situations and evolving law enforcement operations.

### Lead

Captain Colby Staysa, Captain Emmanuel Christy

### Completion

November 2018

1
SRU / CIU identify and mentor interested applicants to the unit.

2
Select personnel during the annual testing process.

3
Facilitate orientation to the tasks associated with the assignment and equipment used to safely mitigate high risk operations.

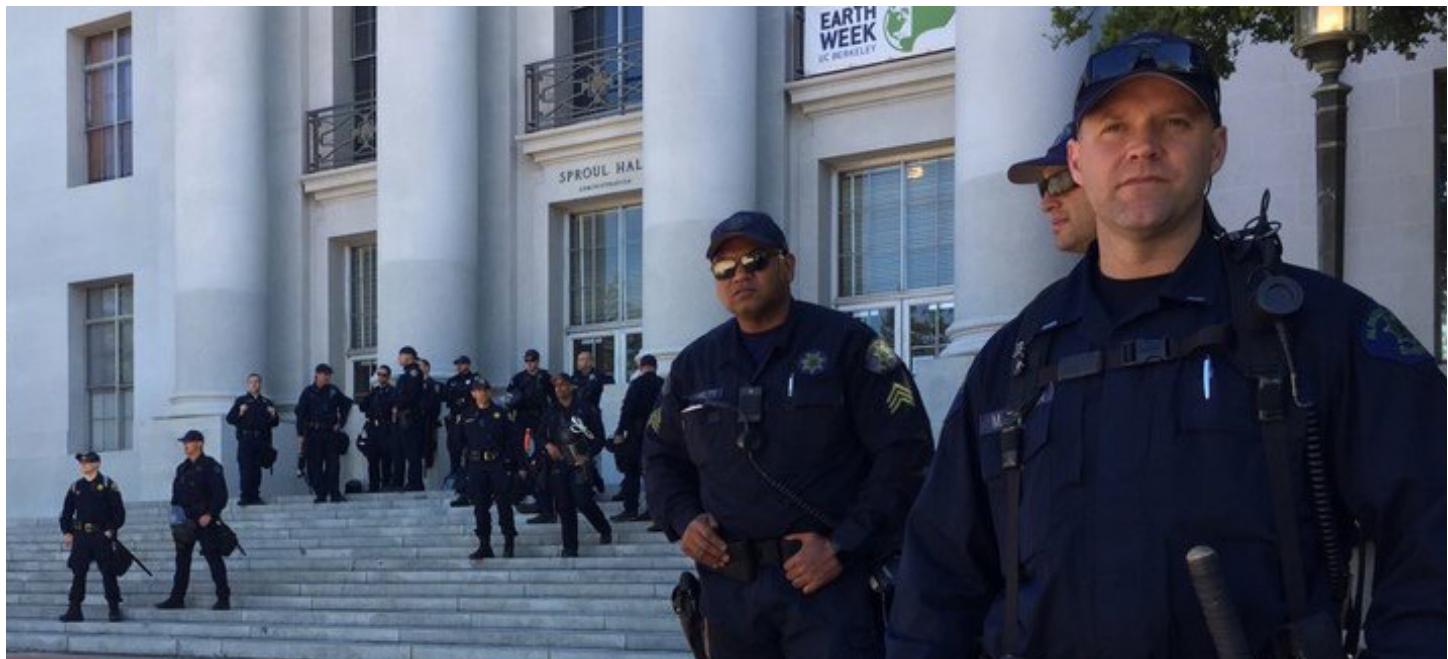
4
Identify new and evolving training that is pertinent and applicable to the assignment. This will include training outside the region utilizing the SRU travel and training budget. All training for SRU/CIU will be closely monitored for budgetary impact.

Completed

Completed

Completed

Completed





# STRATEGIC PLAN

ACTION ITEMS

## 38 Special Response

### Action Item

Facilitate purchase of new ballistic armor.

### Justification

The Special Response Unit's personally issued rifle rated armor is due to expire in the near future. To ensure the safest work environment for our staff during tactical operations, a quality armor meeting the needs of the Agency needs to be identified. The selection of the armor needs to be carefully vetted to ensure performance and fiscal responsibility.

### Lead

Captain Colby Staysa, Captain Emmanuel Christy

### Completion

April 2018

1	Investigate new armor technology available to Law Enforcement.
Completed	Completed

2	Identify needs of the Special Response Unit.
Completed	Completed

3	Purchase ballistic armor that meets the safety needs of the Special Response Unit.
Completed	Completed

4	Transition the Special Response Unit to the purchased ballistic armor.
Completed	Completed

## 39 Crisis Intervention

### Action Item

Facilitate purchase of new negotiation vehicle.

### Justification

The Crisis Intervention Unit is in need of a vehicle platform to conduct negotiations during tactical operations. This platform will help facilitate de-escalation during high risk operations and interventions with subjects in a mental health crisis that resulted in a law enforcement response.

### Lead

Captain Colby Staysa, Captain Emmanuel Christy

### Completion

April 2019

1	Investigate new vehicles and platforms for modern crisis intervention assignments.
Completed	Completed

2	Identify funds and purchase vehicle while maintaining fiscal responsibility.
Completed	Completed

3	Train CIU personnel on the appropriate use and deployment of the vehicle.
Completed	Completed

4	Utilize the equipment in regional training to learn capabilities.
Completed	Completed

5	Deploy the vehicle during tactical operations.
Completed	Completed



## 40 Youth and Family Services Bureau

### Action Item

Add staffing necessary to expand the Alameda County Sheriff's Office (ACSO) Community Policing model.

### Justification

Additional operational and support staff are necessary to expand the ACSO Community Policing model.

### Lead

Captain Martin Neideffer

### Completion

January 30, 2019

1
Identify positions critical to support expansion of the model over the next 3-year period.

2
Coordinate hiring process with Finance and Human Resources units.

3
Identify funding for respective positions.

4
Hire.

## 41 Youth and Family Services Bureau

### Action Item

Create community relations activities specifically designed to connect to and enhance the law enforcement career opportunities for individuals within communities of color.

### Justification

Members of communities of color are underrepresented in law enforcement. Efforts should be made to increase their representation.

### Lead

Lieutenant Miguel Ibarra

### Completion

January 30, 2019

1
Increase the number of Youth and Family Services Bureau (YFSB) events directed towards communities of color intended to provide information on Law Enforcement (LE) careers; include Backgrounds and Recruiting into community events.

2
Increase number of Cadets and Explorers from communities of color.

3
Increase the number of YFSB events directed towards communities of color intended to provide information on LE careers; include Backgrounds and Recruiting into community events.



# STRATEGIC PLAN

ACTION ITEMS

## 42 Youth and Family Services Bureau

### Action Item

Improve internal understanding of Alameda County Sheriff's Office (ACSO) community policing model.

### Justification

Incorporate the ACSO Community Policing Model into Supervisory Training Schedule, Continued Professional Training Courses, Deputy Recruit Academy.

### Lead

Lieutenant Miguel Ibarra

### Completion

Partially Completed

1

Incorporate the Crime Prevention Unit and School Resource Officer assignments into the Field Training Program.

Not Implemented

2

Have two Crime Prevention Unit Deputies certified as Field Training Officers.

Partially Completed

3

Create "White Pages" for the ACSO-Youth and Family Services Bureau describing in detail the innovative Community Policing Model.

Completed

## 43 Youth and Family Services Bureau

### Action Item

Establish a plan and secure a site for a permanent market hall plaza in Ashland.

### Justification

To create a permanent space on the corridor for the community to engage in healthy activities, enhance social cohesion and build relationships with the deputies. Site will support the launch of local food businesses and vendors as part of the initiative to foster improved economic life in the area.

### Lead

DSAL Executive Director Hilary Bass

### Completion

2019

1

Test market this plan by promoting Eden Night Live and its offerings of athletic fields, entertainment, food and goods vendors, and other amenities as necessary community assets.

Completed

2

Complete business plan.

Completed

3

Secure funding and/or financing to complete all of the elements of the project that will enable it to be permanent.

Completed

4

Engage the community in advocating for the project in public settings.

Completed



## 44 Youth and Family Services Bureau

### Action Item

Promotion of Alameda County Sheriff's Office (ACSO) community policing model to a national audience.

### Justification

To further solidify the ACSO's role as a leader in community oriented policing and problem solving throughout the nation which will likely lead to increased funding, staffing, and public support.

### Lead

DSAL Executive Director Hilary Bass

### Completion

2019

1	2	3	4
Complete the Pathway Evaluation Model through the BSCC grant.	Update White Paper explaining the ACSO COPPS model.	Complete the YFSB strategic communications plan.	Engage Local Initiative Service Corporation (LISC) to disperse communications materials.
Completed	Completed	Completed	Completed
5	6	7	
Coordinate collateral and communications materials with the Public Information Officer Sergeant Ray Kelly.	Engage local and national media.	Share communications materials with the Department of Justice, the Bureau of Justice Assistance, ArtPlace America, the Kresge Foundation, the San Francisco Foundation, the Board of State Community Corrections, others.	
Completed	Completed	Completed	



# STRATEGIC PLAN

ACTION ITEMS

## 45 Youth and Family Services Bureau

### Action Item

Add structural/program elements for "Polis" Station (Alameda County Sheriff's Office (ACSO) substation and community activities center) at the Hayward Adult School.

### Justification

Expand engagement opportunities by adding programming infrastructure to include an indoor sports arena, futsal courts, etc. to go with the DSAL Boxing Gym, ACSO office space, and meeting space.

### Lead

DSAL Executive Director Hilary Bass

### Completion

2019

1
Execute a 3-year lease/ MOU with the Hayward Adult School for ACSO/ DSAL facilities.
<b>Completed</b>

2
Complete site design and equipment specs for sports arena.
<b>Completed</b>

3
Complete fund development plan with site partners.
<b>Completed</b>

4
Execute fundraising plan for facility improvements and equipment.
<b>Completed</b>

5
Commence construction on facility improvements.
<b>Completed</b>





## 46 Youth and Family Services Bureau

### Action Item

Complete expansion of Youth and Family Services Bureau Operation My Home Town (OMHT) team into the Alameda County Sheriff's Office (ACSO) Contracts Office located on 12th Street in Oakland. **Moved to Seneca Center**

### Justification

To address the need for increased capacity to provide OMHT Re-Entry services in Oakland/North County.

### Lead

Captain Martin Neideffer, Manager Kelly Glossup

### Completion

2019

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Identify location.	Remodel site location.	Hire additional OMHT Clinical Case Managers.	Coordinate with ACSO Contract Units and GSA to order and move in necessary furniture and supplies.
<b>Completed</b>	<b>Completed</b>	<b>Completed</b>	<b>Completed</b>
<b>5</b>	<b>6</b>		
Coordinate with ACSO IT to order and install computer and phone equipment.	Obtain additional ACSO vehicles the OMHT Clinical Case Managers.		
<b>Completed</b>	<b>Completed</b>		





# STRATEGIC PLAN

ACTION ITEMS

## 47 Youth and Family Services Bureau

### Action Item

Expand post-release facilities for OMHT/Family Reunification.

### Justification

To address the need for increased housing resources in the community for MOMS and DADS Family Reunification clients.

### Lead

Captain Martin Neideffer, Manager Kelly Glossup

### Completion

Suspended due to lack of funding

1	Identify capacity needs.	Identify funding sources for capacity increase.	Identify locations.	Establish contracts with county and community partners to carry out program services.
Suspended	Suspended	Suspended	Suspended	Suspended
5	Coordinate with ACSO IT to order and install computer and phone equipment.	Hire additional YFSB Mental Health Specialists and Clinical Case Managers to support the increased capacity.		
Suspended	Suspended			





## 48 Youth and Family Services Bureau

### Action Item

Strengthen administrative systems within Youth and Family Services Bureau.

### Justification

To address emerging Best Practices and align existing policies, procedures and quality assurance protocols with identified Best Practices.

### Lead

Captain Martin Neideffer, Lieutenant Miguel Ibarra, Manager Kelly Glossup, DSAL  
Executive Director Hilary Bass

### Completion

2019

1	2	3	4
Review current policies and procedures specific to each unit in the Bureau.	Update policies and procedures as needed in accordance with Best Practices.	Review current quality assurance protocols specific to each unit in the Bureau.	Update quality assurance protocols as needed in accordance with Best Practices.
Completed	Completed	Completed	Completed
5	6	7	8
Review new federal updates for electronic mental health records.	Update electronic tracking system to ensure compliance with federal mandates.	Review capacity infrastructure needs to ensure compliance with all ACSO, state and federal mandates.	Hire additional Quality Assurance staff to support the infrastructure needs.
Completed	Completed	Completed	Completed





# STRATEGIC PLAN

## 49 Youth and Family Services Bureau

### Action Item

Establish Crisis Intervention Infrastructure to include Youth and Family Service Bureau (YFSB) Behavioral Health and Sworn staff.

### Justification

To address the high volume of calls for service regarding Mentally Ill and potential 5150s and to ensure our responses are in accordance with Best Practices.

### Lead

Captain Martin Neideffer, Manager Kelly Glossup

### Completion

Lack of funding

1	Review and evaluate existing Mobile Evaluation Team models and Best Practices.	Completed	2	Identify current YFSB capacity.	Completed	3	Identify current gaps in service.	Completed	4	Identify operational needs such as staffing, vehicles, office space, computer equipment, supplies, etc.	Completed
5	Identify funding for ACSO Mobile Evaluation Team staffing, infrastructure support, and operational needs.	Completed	6	Establish policies and protocols for ACSO Mobile Evaluation Team.	In progress	7	Hire additional Deputies, Behavioral Health staff, and support staff.	Awaiting Funding	8	Coordinate with finance to address and supply operational needs.	Pending Funding





## 50 D&C Projects

### Action Item

Install additional Anti Suicide Screening in the remaining special handling unit of the jail.

### Justification

This screening will prevent anyone from being able to harm themselves by jumping from the upper tier of the housing unit.

### Lead

Captain Tara Russell, Lieutenant Riddic Bowers

### Completion

September 2018

<b>1</b>
Determine the remaining units needing screening and obtain quotes for work.

**Completed**

<b>2</b>
Secure funding for work that exceeds FY 17-18 budget.

**Completed**

<b>3</b>
Obtain purchase order and necessary approvals from GSA.

**Completed**

<b>4</b>
Have contracted vendor complete installation work.

**Completed**

## 51 D&C Projects

### Action Item

Replace visiting booth handset cords with cords that are 12" long.

### Justification

Many of the visiting booth handset cords are 24" in length which is dangerous as they can be used to cause self-harm. The shorter cord length reduces or eliminates this threat.

### Lead

Captain Tara Russel, Lieutenant Rick Bowers

### Completion

July 2018

<b>1</b>
Identify the number and location of cords requiring replacement.

**Completed**

<b>2</b>
Obtain quotes for replacement.

**Completed**

<b>3</b>
Secure funding.

**Completed**

<b>4</b>
Complete work.

**Completed**



# STRATEGIC PLAN

ACTION ITEMS

## 52 D&C Projects

### Action Item

Assess the educational services offered and adjust offerings to address under served populations.

### Justification

A review of education opportunities offered within the Jails revealed an opportunity to increase education opportunities to under served populations.

### Lead

Captain Tara Russell, Lieutenant John Johnson

### Completion

April 2018

1

Work with the education service provider to identify populations that are under and over served, identify courses that are not well attended or where interest is low.

**Completed and ongoing**

2

Implement manageable adjustments to the course offerings that provide educational opportunities to the identified under served populations.

**Completed and ongoing**

3

Work with education provider to encourage enrollment and attendance.

**Completed and ongoing**

4

Monitor progress of course adjustment for a period of time necessary to determine if adjustments should continue.

**Completed and ongoing**

## 53 D&C Projects

### Action Item

Obtain and install a system to download closed circuit camera footage from inmate transportation vehicles.

### Justification

As upgrades its fleet of inmate transportation vehicles occur, the new vehicles are equipped with state of the art closed circuit camera systems. These systems are self-enclosed to the vehicles where they are installed. A process is needed to automate the recovery, replication and storage of this video footage. This system will be compliant with the storage and retention specifications of the Santa Rita Jail Security System.

### Lead

Captain Tara Russell, Lieutenant Riddic Bowers

### Completion

July 2018

1

Work with Sheriff's IT department establish needed equipment and specifications.

**Completed**

2

Obtain quotes for needed equipment.

**Completed**

3

Secure funding for purchase.

**Completed**

4

Purchase and install necessary equipment.

**Completed**



## 54 D&C Training Unit

### Action Item

Critical Incident De-escalation.

### Justification

In an ongoing effort to reduce uses of force in the Detention and Corrections Division (D&C), and thus reduce injuries to staff and inmates alike, reduce claims of excessive force, and reduce public scrutiny and the desire for oversight. The D&C Training Unit recognizes the need for this type of training. Currently, all newly hired sworn staff undergo a 24 hour block of Crisis Intervention Training (CIT) for Corrections. This program is a first of its kind in the State of California and numerous agencies throughout the State have expressed interest in the program.

### Lead

Lieutenant Lance Delbridge

### Completion

June 2019

1

Continue to train all newly hired Deputy Sheriff's.

**Completed**

2

Increase the number of classes held so that all newly transferred sworn staff receive training.

**Completed**

3

Train all Jail Training Officers and those assigned to special handling housing units.

**Completed**

4

Train all Intake, Transfer and Release staff, where a majority of these events occur.

**Completed**

5

Train all remaining Security staff throughout D&C.

**Completed**

## 55 ADA Compliance Unit

### Action Item

Upgrade existing facilities to be in compliance with the Americans with Disabilities Act.

### Justification

To provide constitutionally correct facilities for those in our custody.

### Lead

Lieutenant David Bonnell

### Completion

June 2019

1

Replace public ramp.

**Completed**

2

Upgrade ITR, OPHU and clinic areas.

**Completed**

3

Upgrade housing unit dormitories and cells to provide ADA access.

**Completed**



# STRATEGIC PLAN

ACTION ITEMS

## 56 Santa Rita Jail

### Action Item

Upgrade existing hardware and software controlling SRJ's secure areas.

### Justification

Antiquated technology is no longer available and replacements are needed.

### Lead

Captain Derrick Hesselein

### Completion

June 2019

1

Work with GSA master architect to complete bridging documents.

**Completed December 2017**

2

Place project out for RFP.

**Completed**

3

Award contract and receive board approval.

**Completed**

4

Contractor to begin upgrades.

**Completed**

## 57 Santa Rita Jail

### Action Item

Identify improvements to staffing plan.

### Justification

Provide for safety of staff, contract employees and inmates alike.

### Lead

Captain Derrick Hesselein

### Completion

June 2018

1

Research historic staffing plans used at SRJ and practices at other facilities.

**Completed September 2017**

2

Present potential staffing plan for approval.

**Completed October 2017**

3

Pilot staffing plan.

**Completed**

4

Evaluate efficacy of new staffing plan.

**Pending litigation**



## 58 Glenn E. Dyer Detention Facility

### Action Item

Obtain new transportation van for San Jose United States Marshal Service (USMS) Transport Unit.

### Justification

New contract between Alameda County Sheriff's Office (ACSO) and the United States Marshal Service (USMS), Deputies are now responsible for transporting federal inmates from GEDDF to the United States Federal Courthouse - San Jose, Monday-Friday.

### Lead

Captain Michael Carroll, Lieutenant Carrie Carone

### Completion

Terminated due to facility closure.

1

Obtain quotes from GSA regarding the purchase of a new van and installation of necessary security equipment.

Completed

2

Identify funds and purchase vehicle while maintaining fiscal responsibility.

Completed

3

Purchase and deploy vehicle for transportation of USMS federal inmates to court.

Completed

## 59 Glenn E. Dyer Detention Facility

### Action Item

Obtain Class B drivers licenses for all United States Marshal Service (USMS) transportation deputies.

### Justification

Class B drivers licenses are required per the CVC when transporting more than 9 passengers in a vehicle.

### Lead

Sergeant Ian Willis, Sergeant Matthew Fellows

### Completion

Terminated due to facility closure.

1

Identify a training source that meets and provides the necessary training per the CVC.

Completed

2

Identify funding through the budget process while negotiating the fiscal impacts to the Agency.

Completed

3

Coordinate USMS transportation staff scheduling to attend necessary course and minimizing overtime for backfill of positions.

Completed

4

All USMS transportation deputies will hold a Class B drivers license and legally be able to operate the transportation vehicles.

Completed



# STRATEGIC PLAN

ACTION ITEMS

## 60 Glenn E. Dyer Detention Facility

### Action Item

Purchase (4) AR-15 semi-automatic rifles and accessories, as well as provide basic patrol rifle course training for all United States Marshal Service (USMS) transportation deputies.

### Justification

USMS transportation deputies are responsible for transporting federal inmates from GEDDF to San Francisco and San Jose federal courts. USMS transportation deputies are not certified to use AR-15 rifles and need to attend basic course for certification. Transport vans are not currently equipped with AR-15 rifles.

### Lead

Captain Michael Carroll, Lieutenant Carrie Carone

### Completion

Terminated due to facility closure.

1	2	3	4
Obtain quotes from GSA for installation of weapons rack. Obtain quotes from ACSO RTC and outside entities for available upcoming AR-15 certification courses and purchasing of rifles.	Schedule USMS transportation deputies for AR-15 certification course while minimizing OT costs for backfill.	Selection of vendor and purchasing of AR-15 rifles that meet Agency standards.	Upon AR-15 certification of all USMS transportation deputies and purchasing of AR-15 rifles, deployment of AR-15 rifles in the transportation vehicles during inmate transports.





## 61 Glenn E. Dyer Detention Facility

### Action Item

Modernization of Glenn E. Dyer Detention Facility (GEDDF) Central Control and workplace upgrade.

### Justification

Furniture and workstation upgrades for Central Control. Originally designed as a two person control center that has outdated equipment.

### Lead

Lieutenant Carrie Carone, Sergeant Ian Willis

### Completion

Terminated due to facility closure.

1

Obtain quotes from GSA regarding workstation upgrades for Central Control.

Canceled

2

Identify funding through the budget process while negotiating the fiscal impact to the Agency.

Canceled

3

Schedule and coordinate purchasing efforts between GSA, outside contractors, and the Sheriff's Office.

Canceled

4

Provide staff ergonomically correct work stations and upgraded equipment.

Canceled

## 62 Glenn E. Dyer Detention Facility

### Action Item

Installation of (91) additional security cameras throughout Glenn E. Dyer Detention Facility (GEDDF) housing floors and ITR.

### Justification

The installation of (91) security cameras throughout the housing floors and ITR will provide additional safety and security for GEDDF staff and inmates.

### Lead

Captain Michael Carroll, Lieutenant Carrie Carone

### Completion

Terminated due to facility closure.

1

Obtain sole source approval for installation and service contract from selected vendor.

Completed

2

Identify funding through the budget process while negotiating the fiscal impact to the Agency.

Completed

3

Schedule and coordinate construction efforts between GSA, outside contractors, and the Sheriff's Office.

Completed

4

Complete installation and train staff on protocol for downloading needed security footage.

Completed



# STRATEGIC PLAN

ACTION ITEMS

## 63 Dublin Police Services

### Action Item

Identify and procure a high definition video recording solution to mount at major intersections throughout the City of Dublin.

### Justification

Provide staff with another tool to enhance safety and assist in both in-progress crimes and on-going investigations.

### Lead

Captain Nathan Schmidt

### Completion

September 2018

1

Identify the video recording solution which best meets the needs of the Dublin Police.

**Completed October 2017**

2

Identify the most strategic locations for the video recordings devices and determine the number of cameras needed.

**Completed October 2017**

3

Identify the funding source of the video recording devices.

**Completed October 2017**

4

Purchasing of the video recording devices.

**Completed May 2018**

5

Installation of the video recording devices.

**Completed**

6

Ensure staff is trained in the use of the recording devices.

**Completed**





## 64 Dublin Police Services

### Action Item

Identify and utilize the best social media platform for Dublin Police Services.

### Justification

Work to improve community conditions, communication and public trust through use of social media.

### Lead

Captain Nathan Schmidt

### Completion

August 2017

1	2	3	4
Work with the City of Dublin Public Information Officer to identify the best social media platform to utilize.  <b>Completed July 2017</b>	Work with the City of Dublin Public Information Officer to determine the best method to utilize the platform ensuring P&P's are followed.  <b>Completed July 2017</b>	Identify the most appropriate Dublin Police Staff member to initiate releases via Social Media.  <b>Completed August 2017</b>	Utilize social media platform as designed.  <b>Completed August 2017</b>



## Dublin Police

@DublinCAPolice

The official Twitter page of Dublin Police Services. For emergencies call 911 or our dispatch center @ 925 462-1212.

⌚ Dublin, CA 📅 Joined July 2017

**155 Following 2,431 Followers**



# STRATEGIC PLAN

ACTION ITEMS

## 65 Dublin Police Services

### Action Item

Procurement of an additional evidence server and updated software.

### Justification

The addition of an additional evidence server and updated software will ensure proper redundancy and maximize productivity and evidence organization.

### Lead

Captain Nathan Schmidt

### Completion

February 2018

1

Work with City of Dublin IT to identify the specs of the server and software needed.

**Completed July 2017**

2

Identify the funding source for the evidence server and software.

**Completed July 2017**

3

Purchasing of the evidence server and software.

**Completed July 2017**

4

Installation of the server and software.

**Completed October 2017**

5

Ensure staff is trained in the use of the server and software.

**Completed February 2018**





## 66 Dublin Police Services

### Action Item

Space assessment at the renovated Public Safety Complex in anticipation of a new Dublin Police Station.

### Justification

To ensure the space provided is utilized most efficiently and up to required industry standards while staying within an approved budget.

### Lead

Captain Nathan Schmidt

### Completion

February 2018

1

Perform a space needs assessment to determine the best use of the space provided based on current and future operations while staying within budget restraints.

**Completed July 2017**

2

Obtain estimates for recommended remodeling/retrofitting.

**Completed February 2018**

3

Ensure recommended remodeling/retrofitting are within industry standards

**Completed February 2018**





# STRATEGIC PLAN

ACTION ITEMS

## 67 Airport Police Services

### Action Item

Add a "Crowd Control Crash Cart" to the list of equipment utilized at APS.

### Justification

Crowd Control Crash Cart will be utilized by APS sworn staff when responding to an emergency type riot incident. The cart will contain 12 mesh bags containing emergency equipment ready to be assigned to each on duty deputy should the need arise.

### Lead

Lieutenant Mario Felix

### Completion

N/A

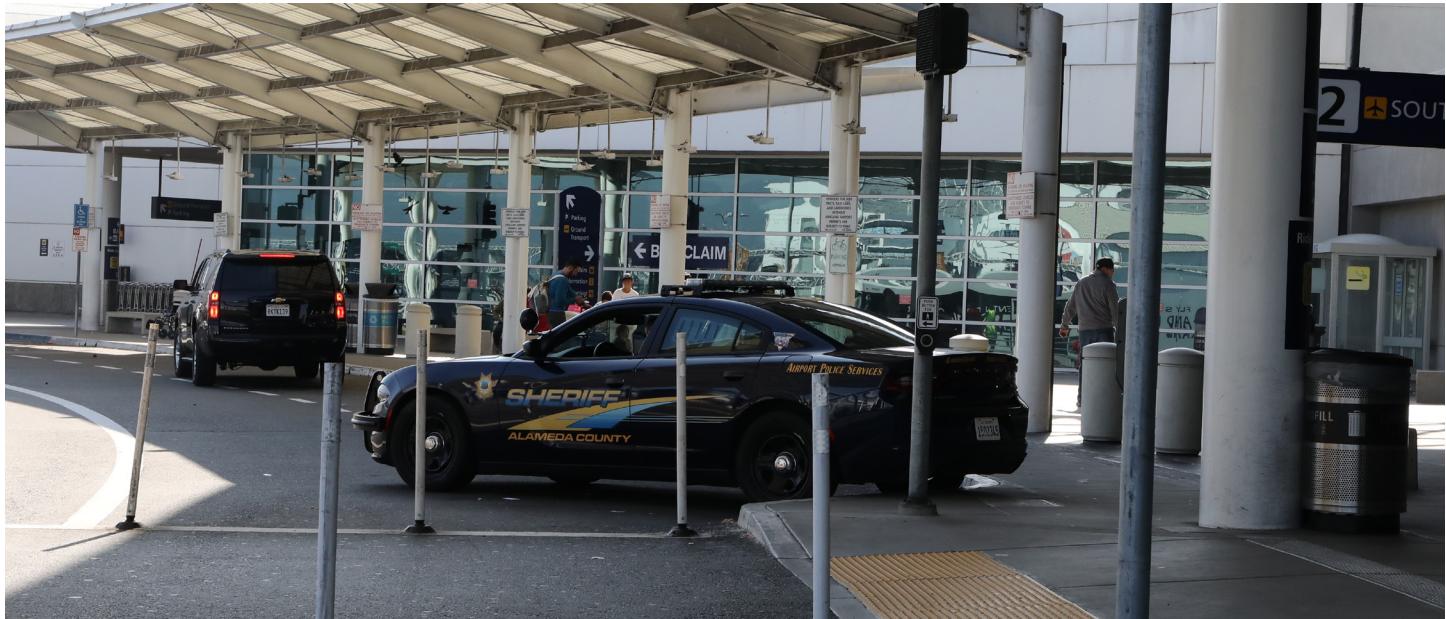
1	Identify a staging area to best locate the Crash Cart at APS.	Completed
---	---	-----------

2	Identify the type of emergency/first aid equipment to be carried in the canvas bag(to include types of canvas bags). Identify the type, size and design of the Crash Cart.	Completed
---	--	-----------

3	Identify potential vendors to provide the equipment described above.	In Progress
---	--	-------------

4	Identify funding source.	In progress
---	--------------------------	-------------

5	Take possession and implement.	In progress
---	--------------------------------	-------------





## 68 Airport Police Services

### Action Item

Active Shooter "Go Bag." The bags will contain emergency equipment (ammunition, helmets, plate carrier, first aid etc.) to be carried by the patrol deputies on duty and be utilized during an Active Shooter incident.

### Justification

On duty personnel will have in their possession a "Go Bag" containing all essential/extra tools(ammunition, first aid kit etc.) necessary to respond to an Active Shooter incident at the Oakland Airport. The "Go Bag" will be assigned to each deputy at the beginning of their shift.

### Lead

Lieutenant Mario Felix

### Completion

December 2017

1

Identify type of equipment (tourniquet, magazines, ammunition, helmet, plate carrier, first aid kit etc.) to be placed in "Go bag." Identify size, design of "Go bag."

Completed

2

Identify potential vendors to provide the equipment described above.

Completed

3

Identify a funding source.

Completed

4

Take possession and implement "Go Bags."

Completed





# STRATEGIC PLAN

ACTION ITEMS

## 69 Airport Police Services

### Action Item

Install a cabinet at the Security Checkpoint Terminal 1. The secured cabinet will contain 4 patrol rifles, and emergency equipment.

### Justification

The secured cabinet will contain 4 patrol rifles, 4 ballistic helmets, 1 collapsible shield, first aid kit, extra magazines with ammunition.

### Lead

Lieutenant Mario Felix

### Completion

December 2017

1

Work with Oakland Airport Aviation Security and Port Engineers to design the cabinet, find a location to meet ACSO needs.

Completed

2

Identify all equipment the cabinet will contain. First Aid kit, patrol rifles, magazines, ammunition, Ballistic shield, helmets.

Completed

3

Identify potential vendors.

Completed

4

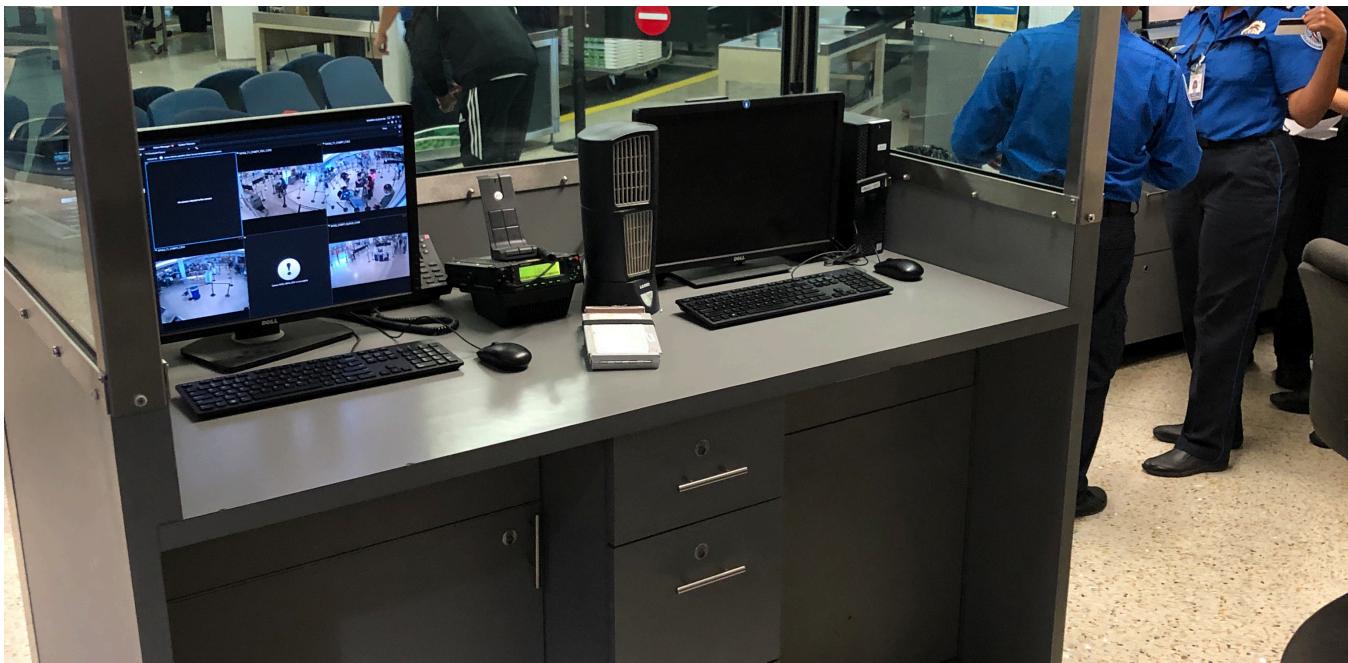
Identify funding source.

Completed

5

Implementation of cabinet and equipment.

Completed





## 70 Airport Police Services

### Action Item

Identify an outer ballistic vest/carrier that all Sheriff Safety Aides can wear while on duty.

### Justification

To ensure the safety of all SSA's assigned to the airport an outer ballistic carrier will be provided to wear while on duty in the public area of the terminals(curbside).

### Lead

Lieutenant Mario Felix

### Completion

December 2017

**1**

Identify the type, design of the carrier. At least 2 carrier will be identified.

**Completed**

**2**

Present outer carrier selected to uniform committee for their approval.

**Completed**

**3**

Identify potential vendors to provide the carriers.

**Completed**

**4**

Identify a funding source.

**Completed**

**5**

Receive and issue vests.

**Pending meet and confer with SEIU**

## 71 Peralta Police Services

### Action Item

Provide bicycle patrol training to all Peralta Police Deputies.

### Justification

Bicycles afford deputies the opportunity for better public interaction, and enables deputies to respond to campus emergencies faster, using areas inaccessible to cars/motorized vehicles.

### Lead

Sergeant Thomas Boyd

### Completion

All but two deputies are bicycle patrol trained. We are trying to schedule them for the next available class.

**1**

Bicycle patrol is optimal on college campuses for deputies to cover more ground.

**Ongoing**

**2**

Bicycle patrol makes deputies more approachable by students and faculty.

**Ongoing**

**3**

Bicycle patrol enhances the health and fitness of the deputies who do it regularly.

**Ongoing**



# STRATEGIC PLAN

ACTION ITEMS

## 72 Peralta Police Services

### Action Item

Promote Alameda County Sheriff's Office (ACSO) on campus with DSAL-staffed tables at campus events like "Ecofest".

### Justification

This activity will allow for community education by ACSO staff about the Sheriff's Office, our continuing efforts to build positive community relations, and hopefully garner interest in becoming a deputy sheriff.

### Lead

Lieutenant Gerald Verbeck

### Completion

2019

1

Positive community outreach.

Completed

2

Rebuild public trust.

Completed

3

Repair disconnect with community—"Us versus them."

Completed

## 73 AC Transit Police Services

### Action Item

Review the existing staffing model and explore the feasibility of switching to an 84-hour alternate staffing model.

### Justification

Fiscal responsibility through staffing alternatives to reduce overtime billed to the contract.

### Lead

Lieutenant Steven Wolf

### Completion

Suspended due to lack of funding

1

Conduct an audit to determine the annual amount of overtime worked by deputies at the end of their 8-hour in a bi-weekly pay period.

Suspended

2

Determine the cost difference of an 84-hour alternate staffing schedule compared to an 80-hour staffing model where deputies frequently work 4 hours of overtime on their 8-hour scheduled day due to staffing shortages.

Suspended

3

Review the data to determine if there is a cost savings to the contract by switching to an 84-hour alternate staffing model.

Suspended

4

Work with AC Transit to amend the existing contract to allow for an 84-hour alternate staffing mode.

Suspended



## 74 AC Transit Police Services

### Action Item

Explore the feasibility of adding two patrol motorcycles to the AC Transit vehicle fleet.

### Justification

Traffic is expected to increase when the AC Transit Bus Rapid Transit system becomes operational. Patrol motorcycles would be able to navigate quickly through heavy traffic to respond to calls for service or emergency situations.

### Lead

Lieutenant Steven Wolf

### Completion

Pending other prioritized projects with AC Transit.

**1**

Conduct an annual cost estimate to the contract if 2 Harley Davidson patrol motorcycles were added to the fleet.

**On hold**

**2**

Work with the Management Services Commander and GSA to acquire 2 used patrol motorcycles.

**On hold**

**3**

Meet with AC Transit Management to seek approval to add 2 patrol motorcycles to the fleet.

**On hold**

**4**

Send 2 deputies to the 8-hour patrol motors school.

**On hold**

## 75 Highland Hospital Police Services

### Action Item

Conduct a staffing survey.

### Justification

Determine if there is enough staffing to provide for the safety and security of the hospital staff, patients and the general public.

### Lead

Sergeant Michael Giammalvo

### Completion

Suspended due to lack of funding

**1**

Complete the staffing survey.

**Suspended**

**2**

Review the annual cost of overtime to the contract.

**Suspended**

**3**

Review the annual performance statistics to determine if there is an increase or decrease of police activity in the last 3 years.

**Suspended**

**4**

Make a recommendation on staffing to Command Staff and Highland Administration.

**Suspended**



# STRATEGIC PLAN

ACTION ITEMS

## 76 Children's Hospital

### Action Item

Conduct a staffing survey.

### Justification

Determine if there is enough staffing to provide for the safety and security of the hospital staff, patients and the general public.

### Lead

Captain Mark Flores

### Completion

Contract terminated by hospital

1

Complete the staffing survey.

Suspended

2

Review the annual cost of overtime to the contract.

Suspended

3

Review the annual performance statistics to determine if there is an increase or decrease of police activity in the last 3 years.

Suspended

4

Make a recommendation on staffing to Command Staff and Children's Hospital Administration.

Suspended

## 77 Emergency Services Dispatch

### Action Item

Tactical Communication Training.

### Justification

To enable Emergency Services Dispatch the knowledge, skills and ability to address critical incidents that involve terrorist threats.

### Lead

Communications Training Supervisor Allena Wiggins

### Completion

2019

1

Research NCRIC guidelines that define terrorism and key elements to be aware of when receiving information at the Public Safety Answering Point.

Completed

2

Create reference material for U.S. Government Websites related to Homeland Security.

Completed

3

Identify training courses to enroll staff that elevate knowledge of terrorism and law enforcement response.

Completed

4

Implement a terrorism checklist based on key elements of information presented at the Public Safety Answering Point.

Completed



## 78 Emergency Services Dispatch

### Action Item

Quarterly Participation with the Sheriff's Advisory Meeting.

### Justification

Explanation of the call development process requirements of Emergency Services Dispatch to create a cohesive liaison within the community.

### Lead

Manager Brenda Bruner

### Completion

March 2018

1

Solicit participation of ESD personnel to present.

Completed

2

Define the 5 W's to clarify call answering techniques.

Completed

3

Prioritization of calls for service.

Completed

4

Create topics of discussion surrounding operational aspects of Public Safety Communications.

Ongoing

## 79 Emergency Services Dispatch

### Action Item

Implement Text to 911 with Hayward Police Department /Fire and Livermore Police Department.

### Justification

To utilize state funding that supports the web based option of phase 1 Next Generation 911 technology.

### Lead

Manager Brenda Bruner

### Completion

February 2018

1

Work with vendor Commtech as the Text Control Center and the CA911 State Office Liaison.

Completed

2

Provide Federal Communication Commission Registry Information.

Completed

3

Create shape files to establish mapping and areas of coverage within jurisdictional boundaries.

Completed

4

Implement testing to ensure calls are being received and create written directives for operations.

Completed



# STRATEGIC PLAN

ACTION ITEMS

## 80 Finance

### Action Item

Financial Database for Grant Documentation.

### Justification

Develop or purchase a software program that will allow all documentation associated with a grant to remain with that grant until grant closure.

### Lead

Financial Services Director Simone Murphy, Grants Manager Kathy Martins, Financial Services Specialist II Alan Yalung

### Completion

July 2019

1

Identify specifically what documents and information need to be included with the grant.

Completed

2

Research a variety of companies that offer this type of grant management software. Review the components of the software programs to determine what best suits our needs.

Completed

3

Meet with ITD to see if they can design a workable program for us.

Completed

4

Purchase software program and proceed to integrate it with all of our grant documentation.

Completed





## 81 Finance

### Action Item

Develop and review Agency policies and procedures for Purchasing, Grants and Special Events.

### Justification

Policies and Procedures are established to provide a common understanding of the methods for purchasing, grants and special events and to provide a system which will be effective and in order.

### Lead

Financial Services Director Simone Murphy, Supervising Financial Services Specialist  
Reynaldo Bondoc

### Completion

July 2019

1
Identify the process in purchasing, grants and special events.
<b>Completed</b>

2
Review the steps in procurement, grants and special events billing process.
<b>Completed</b>

3
Gather inputs with the finance staff involve to get more information on how the grants works, procurement process and steps for special events.
<b>Completed</b>

4
Establish the policies and procedures for Purchasing, Grants and Special Events.
<b>Completed</b>

5
Submit the policies and procedures to the Financial Services Director for review and approval.
<b>Completed</b>

6
Create a General Order.
<b>Completed</b>





# STRATEGIC PLAN

ACTION ITEMS

## 82 Finance

### Action Item

Develop a Financial Packet for Disaster Recovery.

### Justification

To have a packet readily available to recover all eligible costs incurred during an extraordinary event or disaster. Time is usually of the essence in submitting costs for reimbursement. Reimbursement is tied to documentation and failure to properly document costs may result in part or the entire claim being ineligible for reimbursement. Having a packet prepared will allow our Agency to coordinate the collection of documentation of costs to be able to assemble a reimbursement request in an efficient and timely manner.

### Lead

Financial Services Director Simone Murphy, Supervising Financial Services Specialist Loren Walker, Sheriff's Program/Financial Specialist Josie Chou

### Completion

July 2019

1

Review application procedures for Federal, State or other funding sources for financial assistance.

Completed

2

Determine the eligibility requirements for reimbursement.

Completed

3

Review available or required forms for reimbursement for applicable agencies.

Completed

4

Develop forms as necessary to document incurred costs.

Completed

5

Submit packet for review and approval.

Completed

6

Develop guidelines for use and completion of the packet.

Completed





## 83 Finance

### Action Item

Apply for a federally approved Indirect Cost Rate.

### Justification

To receive an indirect cost rate from the federal government which is a device for determining what proportion of indirect costs the Sheriff's Office will bear implementing a particular grant. Once established we will recoup some costs by charging the grant our established indirect cost rate.

### Lead

Financial Services Director Simone Murphy, Grants Manager Kathy Martins, Supervising Financial Services Specialist Loren Walker

### Completion

June 2019

1

Negotiate a Federal Indirect Cost rate with one government Agency, then that rate is honored in any federal grant from any Agency.

2

Grant program managers and finance staff will work together to develop a pool of costs by department and then allocate them according to a reasonable formula.

3

The indirect cost rate will include, but not limited to:

- A) Administrative staff: Financial Services Director, Human Resources, receptionist and clerical staff not dedicated to specific programs.
- B) Office space used by those staff, including costs of rent and utilities
- C) Equipment and services used by everyone: copiers, phone systems, janitorial services, IT support, etc.
- D) Grant management, the audit, liability insurance, staff training, etc.

Completed

Completed

Completed





# STRATEGIC PLAN

ACTION ITEMS

## 84 Finance

### Action Item

Update Demand Letter Template for Contract Billing.

### Justification

The current template used for the demand for payment for services rendered was derived from a tri-part form used by the County and has not been updated. An update to the template will refresh and improve the professional appearance and update any outdated language.

### Lead

Financial Services Director Simone Murphy, Supervising Financial Services Specialist Loren Walker

### Completion

January 2019

1

Review content of demand for payment template to ensure all important information is included.

Completed

2

Review account descriptions and amend, simplify and update as necessary.

Completed

3

Review style of template and propose format design.

Completed

4

Review position and appearance of information and propose changes.

Completed

5

Submit template for review and approval.

Completed





## 85 Regional Training Center

### Action Item

Expand classroom and training space at the Regional Training Center.

### Justification

To ensure we are able to continue to provide excellent training for all ACSO and our partners in law enforcement across the state. To accommodate the increasing need for more training in the areas of EVOC, for both law enforcement and civilians, POST mandated courses, and the many ad-hoc courses needed to continue to be a leader in law enforcement training..

### Lead

Lieutenant Anthony Lopez

### Completion

July 2019

1

New classrooms.

In progress

2

Expanding the EVOC motor pad.

Tabled

## 86 Regional Training Center

### Action Item

Build a memorial site for all Alameda County Sheriff's Office (ACSO) Deputy Sheriff's and law enforcement in Alameda County who have lost their lives in the line of duty.

### Justification

To honor those who have made the ultimate sacrifice in service of our community.

### Lead

Captain Jack Tucker

### Completion

December 2017

1

Law enforcement memorial.

Completed





# STRATEGIC PLAN

ACTION ITEMS

## 87 Explosive Ordnance Disposal

### Action Item

Replace Aging evidence magazine.

### Justification

Safe storage of flammable, unstable and explosive evidence.

### Lead

Lieutenant Paul Liskey

### Completion

June 2019

1	2	3	4
Identify funding source.	Obtain Quotes for replacement.	Identify lowest bidder and award contract.	Receive and install new magazines.
Completed	Completed	Completed	Completed

## 88 Explosive Ordnance Disposal

### Action Item

Upgrade EOD bomb suits.

### Justification

To provide Industry Standard protection to our staff.

### Lead

Lieutenant Paul Liskey

### Completion

July 2018

1	2	3	4
Identify funding sources.	Complete sole source packages.	Obtain board approval for purchase.	Receive and place new equipment in service.
Completed	Completed	Completed	Completed





## 89 Explosive Ordnance Disposal

### Action Item

Complete Outfitting of remaining response vehicles.

### Justification

Maintain response capabilities.

### Lead

Lieutenant Paul Liskey

### Completion

May 2018

1	2	3	4
Work with GSA to have contractor fabricate boxes.  <b>Completed</b>	Provide existing vehicles for retrofit.  <b>Completed</b>	Receive upgraded vehicles.  <b>Completed</b>	Outfit vehicles and place into service.  <b>Completed</b>

## 90 Explosive Ordnance Disposal

### Action Item

Begin distributed equipment model of resource allocation (phase 1 of 3).

### Justification

Reduce response time while better equipping bomb technicians.

### Lead

Lieutenant Paul Liskey

### Completion

December 2019

1	2	3	4
Identify essential equipment for distributed equipment model.  <b>Completed</b>	Identify staff to receive first phase of equipment distribution.  <b>Completed</b>	Procure equipment and distribute.  <b>Completed</b>	Evaluate efficacy of distributed equipment model for future expansion.  <b>Completed</b>



# STRATEGIC PLAN

ACTION ITEMS

## 91 Explosive Ordnance Disposal

### Action Item

Pave Warehouse Lot.

### Justification

Protect sensitive electronics from dust generated by gravel and dirt lot.

### Lead

Lieutenant Paul Liskey

### Completion

N/A

1	2	3	4
Identify Funding.	Work with GSA to develop approved site plan in compliance with CEQA.	Obtain bids and award job.	Complete paving.
Completed	Completed	Completed	Delayed until 2020

## 92 Explosive Ordnance Disposal

### Action Item

Install classroom space adjacent to Blue warehouse.

### Justification

Old classroom space no longer fits needs due to space limitations.

### Lead

Lieutenant Paul Liskey

### Completion

N/A

1	2	3	4
Identify suitable prefabricated building.	Identify funding.	Obtain bids and award job.	Take delivery of building.
Completed June 2017	Completed December 2017	Pending	Tabled pending GSA





## 93 Support Services - CALEA Accreditation

### Action Item

Expand Unit to ensure agencies level of excellence in moving toward an annual review within 4 year cycle. This would include adding two full-time Sheriff's Technicians and one full-time Sheriff's Deputy to the unit.

### Justification

The Commission on Law Enforcement Accreditation is moving towards its 6th edition with an annual review in a four year cycle. With this, we will need additional manpower to keep up with all Agency units making sure that all proofs are accurate and turned in on time.

### Lead

Sergeant Sean Tyrrell

### Completion

2019

1	Identify funding Sources/ FTE Position.  <b>Completed</b>	2	Get necessary approvals for available positions.  <b>Completed</b>	3	Advertise transfer list to all ACSO.  <b>Completed</b>	4	Conduct interviews.  <b>Completed</b>
5	Hire most qualified candidate.  <b>Completed</b>						

## 94 Planning and Research

### Action Item

Explore new technologies and products to keep the ACSO at the forefront of law enforcement innovations.

### Justification

To keep up with the 21st century, we must seek out and test new and emerging technologies in order to improve the safety and working conditions of our employees and to better serve our community.

### Lead

Sergeant Marc Dinis

### Completion

2019

1	Identify trainings and conferences with new technologies related to public safety and law enforcement.  <b>Completed</b>	2	Attend said trainings and conferences.  <b>Completed</b>	3	Identify funding sources.  <b>On going</b>	4	Be the Agency Liaison to channel outside vendors offering new goods and services for evaluation and testing.  <b>On going</b>
---	--	---	---	---	--	---	---



# STRATEGIC PLAN

ACTION ITEMS

## 95 Planning and Research

### Action Item

Identify and consolidate redundancies in policy in PowerDMS and organize PowerDMS to make it more user friendly.

### Justification

In order to maintain CALEA compliance and to streamline collection of proofs, Network Infrastructure Security will work on consolidating redundant Policies and Procedures into a single General Order. This will also make it easier for employees to reference necessary rules, policies and procedures and ensure compliance in their day to day activities.

### Lead

Sergeant Marc Dinis

### Completion

2019

1

Review and collect all redundant policies and procedures uploaded in PowerDMS.

2

Work with Unit commanders regarding updates on existing policies and procedures that are similar to redundant documents before revising said P&P into a General Order.

3

Draft General Order and route for approvals.

4

Make revisions as necessary.

Completed

Completed

Completed

Completed

5

Publish approved General Order.

Completed

## Documents



## ACSO CALEA Video Proofs





## 96 Central Identification Bureau (CIB)

### Action Item

Complete and Implement last phase of the CAL-ID /Cogent System upgrade.

### Justification

The Alameda/Contra Costa County CAL-ID System does not have a primary or disaster recovery component. The Primary Recovery/Disaster Recovery (PR/DR) design allows each County to operate CAFIS and other major CAL-ID systems in the event of a disaster and/or other events which disrupts the normal CAL-ID operation. The PR/DR will upgrade all the CAL-ID systems to meet today's identification needs and requirements for routine and disaster operations.

### Lead

CIB Manager Cheryl Davenport, ID Supervisor Albert De Guzman, ID Supervisor Paris Anthony, ID Supervisor Jeremiah Proffitt, ID Supervisor Jennifer Quan

### Completion

N/A

**1**  
Secure funding through RAN (Remote Access Network) Board.

**Completed**

**2**  
Schedule and conduct Multi-County and Vendor design meetings.

**Ongoing**

**3**  
Complete Contract and Exhibits.

**Ongoing**

**5**  
Purchase required software and hardware.

**In progress**

**6**  
Upgrade systems as designed within the PR/DR workflow.

**In progress**

**7**  
Test all systems and functionality within the PR/DR workflow.

**In progress**

**9**  
Train CIB users on cross over procedures.

**In progress**

**10**  
Train CAL-ID users on upgraded systems (Mobile ID, Facial, Mugshot).

**In progress**

**11**  
Implement new Primary Recovery /Disaster Recovery Systems and Processes.

**In progress**



# STRATEGIC PLAN

ACTION ITEMS

## 97 Central Identification Bureau (CIB)

### Action Item

Upgrade our CAL-ID –COGENT Systems to the next project step with our facial recognition and Mobile ID programs.

### Justification

Alameda CALID –COGENT Systems currently include facial recognition and Mobile ID devices. To continue the ongoing and changing needs of today's technology in the field of identification, CIB included CAL-ID plan includes enhancements to facial recognition systems and Mobile ID devices. The enhancements will improve software and increase access to end users.

### Lead

CIB Manager Cheryl Davenport, ID Supervisor Albert De Guzman, ID Supervisor Paris Anthony, ID Supervisor Jeremiah Proffitt, ID Supervisor Jennifer Quan

### Completion

N/A

<b>1</b> Schedule and conduct Vendor meetings to enhance facial recognition software and related tools.  <b>Ongoing</b>	<b>2</b> Secure funding through RAN (Remote Access Network) Board.  <b>Completed</b>	<b>3</b> Finalize design and amend Cogent contract when necessary.  <b>Completed</b>	<b>4</b> Purchase required software and hardware.  <b>Completed</b>
<b>5</b> Upgrade systems as designed.  <b>Completed</b>	<b>6</b> Test all systems and functionality.  <b>On hold</b>	<b>7</b> Update Policy and Procedures.  <b>On hold</b>	<b>8</b> Train CAL-ID Mobile ID and Facial Recognition end users.  <b>On hold</b>





## 98 Central Identification Bureau (CIB)

### Action Item

Enhance CIB/CAL-ID Training Plan.

### Justification

CIB will update the CIB/CAL-ID Training Plan to expand the knowledge and skills of all CAL-ID users including jail and field users, Tenprint and Latent Fingerprint Examiners, to meet current industry biometric standards, biometric and latent processing.

### Lead

CIB Manager Cheryl Davenport, ID Supervisor Albert De Guzman, ID Supervisor Paris Anthony, ID Supervisor Jeremiah Proffitt, ID Supervisor Jennifer Quan

### Completion

N/A

**1**

Review current CIB/CAL-ID Training Plan, policies, standards and systems to identify revisions and update needs.

**Completed**

**2**

Update current Tenprint and Latent Fingerprint Training Program including training schedule, outside training course layout, training exercises, and testing.

**Ongoing**

**3**

ID Supervisors will review each CIB employee's training file and meet with the employee to discuss individual goals and additional educational needs in the areas of finger/palm print identification, identification system, and/or other computer systems.

**Ongoing**

**4**

Enroll CIB employees in training courses according to CIB Training Plan, Unit schedules and complete the required Standardize Training Request (STR).

**Ongoing**

**5**

Review and update CAL-ID user guides and systems and create training documents.

**Ongoing**

**6**

Identify and reserve location (s) for CAL-ID training.

**Pending relocation**

**7**

Schedule and conduct semi-annual CAL-ID training on Cogent Mugshot System, facial recognition and Mobile ID use.

**Pending relocation**



# STRATEGIC PLAN

ACTION ITEMS

## 99 Central Identification Bureau (CIB)

### Action Item

Explore options for possible CIB relocation to accommodate all CIB /CAL-ID functions, equipment and servers.

### Justification

Improve accessibility and space to accommodate a 24 hour unit. Unit requirements include a safe location for 24-hour access and parking, ample workspace for Tenprint and latent print employees and equipment, adequate training rooms, CAL-ID data center for servers, storage for master fingerprint cards, permanent files, supporting document, and CAL-ID staging for incoming/outgoing equipment.

### Lead

CIB Manager Cheryl Davenport, ID Supervisor Albert De Guzman, ID Supervisor Paris Anthony, ID Supervisor Jeremiah Proffitt, ID Supervisor Jennifer Quan

### Completion

N/A

**1**  
Review existing CIB and CAL-ID space and create draft project plan including 5 year estimate to account for growth and technology changes.

**Completed**

**2**  
Work with GSA to identify alternative locations.

**Completed**

**3**  
Identify plausible solutions and related costs.

**Completed**

**4**  
Determine course of action, funding source(s).

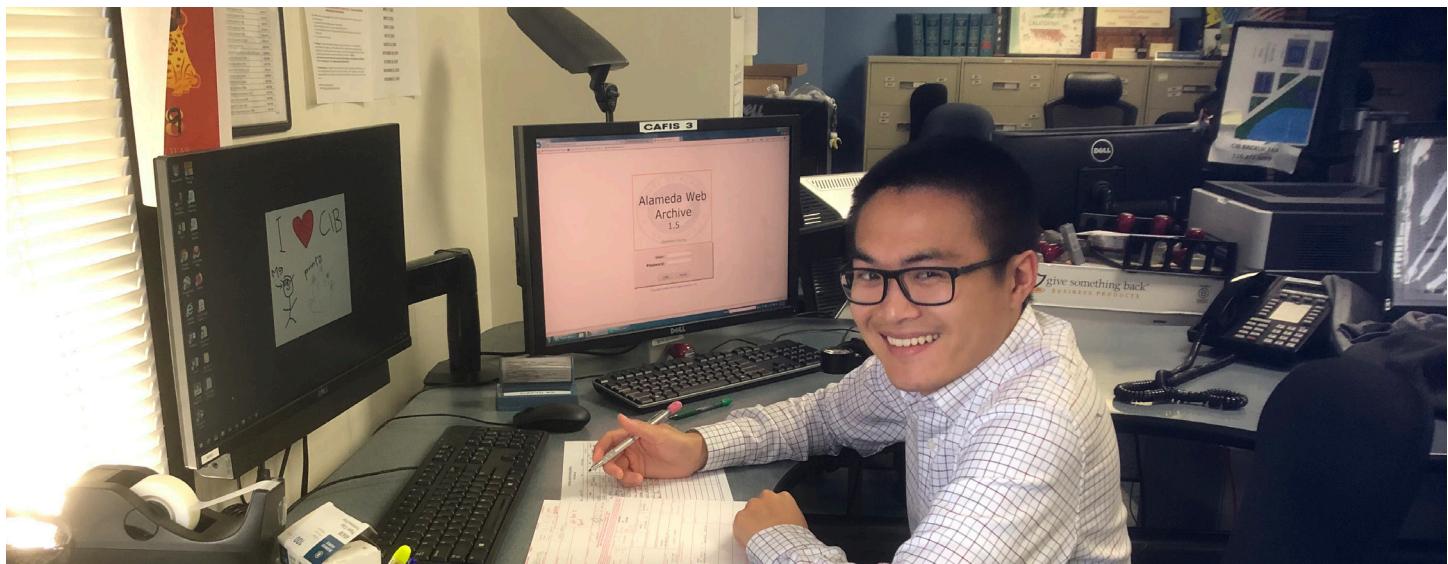
**Ongoing**

**5**  
Finalize project plan.

**Pending**

**6**  
Obtain internal approvals.

**Pending**





## 100 Multimedia Services Unit

### Action Item

Add two additional Multimedia Producer positions to the unit.

### Justification

In order to keep up with the ongoing demands of the Agency and improve response times, the unit needs to expand with additional positions.

### Lead

Manager Dagnu Bezu

### Completion

One added 2019

1	2	3	4
Review workflow demands and turnaround times.	Identify funding and available FTE positions.	Work with HR to create position opening.	Post open Multimedia Producer position.
Completed	Completed	Completed	Completed
5	6	7	
Screen for qualified candidates.	Conduct interviews.	Hire new Multimedia Producers.	
Completed	Completed	Partially Completed	

## 101 Multimedia Services Unit

### Action Item

Add two additional pool cars for use on call outs.

### Justification

The Multimedia Unit operates with print, photo and video media and as such, vehicles are used for deliveries of products and services through out the County of Alameda.

### Lead

Manager Dagnu Bezu

### Completion

2019

1	2	3	4
Review workflow demands and schedules where service delivery is impacted.	Work with Motor Vehicle fleet to assign new vehicle and identify funding source.	Create Policy and Procedure for unit use of vehicle.	Assign vehicle to the unit.
Completed	Completed	Completed	Completed



# STRATEGIC PLAN

ACTION ITEMS

## 102 Technical Services Unit

### Action Item

Create a clustering to provide high availability and redundancy between our main data centers at Santa Rita Jail and Peralta Oaks.

### Justification

This will provide higher availability to all storage and applications that ACSO IT manages for the various duty stations. It will also provide a performance boost as it will route users to the servers that are closer to their physical location.

### Lead

Information Systems Manager Michael Barnes

### Completion

N/A

1

Build up the Peralta Oaks Data Center storage capacity to match the SRJ Data Center.

Completed

2

Work with ITD to turn on the maintenance line between the two sites.

In progress

## 103 Technical Services Unit

### Action Item

Create a centralized building access security system to manage all duty stations badged access to locked doors.

### Justification

This will allow a centralized location to add and remove employees access to buildings. It will cut down on the number of servers needed to control the door access and will ensure that employees are promptly removed when they separate from the department.

### Lead

Information Systems Manager Michael Barnes

### Completion

N/A

1

Identify funding source.

2

Work with ACME to reconfigure the existing door servers to all point to a new server.

In progress

3

Migrate the current door user list to the new server.

Estimated June 2020



## 104 Technical Services Unit

## Action Item

Implement an enterprise video conferencing system for agency meetings.

## Justification

This will allow the department to collaborate during meetings or tactical missions in real time. It will reduce the fuel and labor costs used traveling to various locations for meetings.

## Lead

Information Systems Manager Michael Barnes

## Completion

N/A

1	2	3	4
Identify funding source.	Gather requirements from command staff and various duty stations to see what they would be looking for in a product.	Work with a vendor to implement the system.	Train staff on how to use the product and the benefits of it over a physical meeting.
Completed	Completed	Completed	Completed





# STRATEGIC PLAN

ACTION ITEMS

## 105 Human Resources

### Action Item

Enhance HR Unit's presence on Sheriff's Internet/Intranet.

### Justification

To improve customer service, visibility and provide ease of access to information about careers and job opportunities in the Sheriff's Office.

### Lead

Departmental Human Resources Officer Gina Firmeza,  
Departmental Human Resources Officer Trainee Christopher Pech

### Completion

N/A

1	2	3	4
Submit proposal to Commander of Management Services Division for review and approval.	Conduct needs assessment to determine what information or enhancements should be included and where on the Sheriff's Internet/ Intranet sites.	Review the current internet/intranet sites with IT to identify capabilities and limitations of site to build out content.	Schedule meetings with IT to develop content and establish timeline for implementation and launch.
<b>Completed</b>	<b>Completed</b>	<b>Completed</b>	<b>Suspended</b>
5	6	7	8
Implement content upgrades and test site; determine if enhancements meet Unit's needs or if any modifications need to be made.	Submit finalized proofs to Commander of Management Services Division for approval.	Send communication regarding launch date of enhanced content sites.	Go live.
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>



## 106 Human Resources

### Action Item

Increase the diversity of the qualified applicant pool for hiring and promotion.

### Justification

To create and maintain a qualified applicant pool of diverse individuals for hiring and promotion in order to balance the diversity make-up of the Agency and develop a workforce that is reflective of the community it serves.

### Lead

Chief Departmental Human Resources Administrator Alysia Evans

### Completion

2019

1	Identify under represented applicant categories in sworn and professional classifications within the Agency.	2	Establish committee to partner with cultural groups to identify candidates and opportunities to conduct community outreach at local schools, minority and female business organizations, military career centers and other local community events to reach potential applicants.	3	Work with Backgrounds & Recruiting to schedule participation in community events to reach under served applicants and encourage submission of job interest cards.	4	Conduct local community recruitment outreach events.
Completed		Completed		Completed		Completed	
5	Track diverse applicants' progress through the exam process to identify barriers to selection and employment.	6	Review data with Commander of Management Services and make recommendations to modify/improve outreach and facilitate removal of perceived barriers to employment.	7	Evaluate and modify outreach plan as needed to reach desired candidate pool.		
Completed		Completed		Completed			



# STRATEGIC PLAN

ACTION ITEMS

## 107 Human Resources

### Action Item

Recruitment: Conduct community outreach to under represented categories of the qualified applicant pool.

### Justification

To increase Agency visibility by expanding outreach to under represented sectors of the applicant pool in order to create a more diverse pool, help educate members of the public about potential job opportunities and career ladders within the agency, and market ACSO as a premier employer.

### Lead

Chief Departmental Human Resources Administrator Alysia Evans,  
Departmental Human Resources Officer Trainee Yvette Ybarra

### Completion

N/A

1  
Identify staffing needs of departments within Agency.

Ongoing

2  
Create targeted recruitment materials for job openings that is reflective of a diverse and inclusive workforce.

Completed

3  
Form committee responsible for planning, organizing and facilitating Career Seminars for job openings.

In progress

4  
Promote Job Career Seminars annually or as needed as hiring needs dictate.

TBD

5  
Develop inclusive social media strategy by posting job openings on social media, intranet/internet sites and organizational and cultural group sites.

In Completed

6  
Utilize internal (countywide) candidate pool when available.

Ongoing

7  
Track applicants through exam process to gather data, evaluate strategy effectiveness and modify as needed.

Completed





## 108 Bay Area Urban Area Security Initiative (BAUASI)

### Action Item

Sustain the assimilation of the Emergency Management exercise component.

### Justification

The Yellow Command component has developed into a robust regional exercise that complements the Urban Shield Full Scale Exercise. Yellow Command Involves stakeholders such as Emergency Management and Public Health participants and helps prepare our region in the areas of prevention, mitigation, recovery and resilience from terrorist events and natural disasters.

### Lead

Commander Shawn Sexton

### Completion

Terminated due to loss of grant funding

1

Acquire BAUASI Grant funding for the Training and Exercise Program.

Ongoing

2

Sustain the assimilation of the Emergency Management exercise component (Yellow Command) into the annual Urban Shield exercise.

Completed

3

Continue to work with local agencies within the East Bay Hub (Alameda/ Contra Costa Counties). Liaison and assist in the execution of the annual proposal process for the East Bay Hub.

Canceled

4

Produce a FY18 Regional Training and Exercise Annual Report which will be presented to the BAUASI Approval Authority.

Canceled

5

The BAUASI Training and Exercise Program will continue to serve as the regional POC for a regional full-scale exercise (Urban Shield). As well as provide assistance with the HSEEP Process.

Canceled



# MISSION STATEMENT

---

Since 1853, the Alameda County Sheriff's Office has protected life and property while providing humane treatment to those in our custody.

Each day our mission is to demonstrate our:

**A**bility to enforce the law fairly and without bias;

**C**ommitment to professionalism;

**S**ervice to the community with integrity and trust;

**O**bligation to duty with honor and pride.



## ALAMEDA COUNTY SHERIFF'S OFFICE

1401 Lakeside Drive  
Oakland CA 94612

510.272.6878  
[AlamedaCountySheriff.org](http://AlamedaCountySheriff.org)