

Recommended Goals and Metrics for Independent Civilian Advisory Commission on the Sheriff's Office

Goal 1: Enhance Accountability and Transparency

- Develop mechanisms to increase transparency in the operations and decision-making processes of the Sheriff's Office.
- Implement protocols for regular reporting and public disclosure of relevant data, policies, and practices.
- Establish channels for receiving and addressing complaints, feedback, and concerns from community members regarding the Sheriff's Office personnel.

Goal 1 Metrics:

- Percentage increase in public trust and confidence in the Sheriff's Office.
- The number of complaints received by level of severity and resolved within specified timeframes.
- Frequency of public disclosures and reports on Sheriff's Office activities.

Goal 2: Promote Equity and Fairness

- Review existing policies and procedures within the Sheriff's Office to identify and address any actual or suspected systemic biases or disparities.
- Provide recommendations for the implementation of inclusive practices and cultural competency training for law enforcement personnel.

Goal 2 Metrics:

- Analysis of arrest and citation data to identify any patterns of racial or socioeconomic disparities.
- Assessment of community satisfaction with law enforcement interactions and perceptions of fairness.
- The number and efficacy of training sessions conducted on cultural competency and bias awareness.

Goal 3: Foster Community Engagement and Collaboration

- Facilitate regular forums and meetings to promote dialogue and collaboration between the Sheriff's Office and community stakeholders.
- Establish advisory sub-committees comprising representatives from diverse backgrounds to provide input and feedback on key issues.
- Develop outreach initiatives to educate the public about their rights and responsibilities regarding law enforcement.

Goal 3 Metrics:

- Attendance and participation rates at community forums and advisory committee meetings.
- Level of satisfaction among community members with opportunities for engagement and input.
- Number of outreach events conducted and reach of educational materials distributed.

Goal 4: Monitor Compliance with Best Practices and Standards

- Conduct regular assessments of the Sheriff's Office's adherence to best practices and professional standards in law enforcement.
- Benchmark performance metrics against industry standards and peer agencies to identify areas for improvement.
- Provide recommendations for policy revisions and procedural changes to align with recognized standards of excellence.

Metrics:

- Results of external reviews of Sheriff's Office practices and policies.
- Comparison of performance metrics with national benchmarks and accreditation standards.
- Implementation rate of recommended improvements and policy changes.

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Year One, 2024

2024 Objectives

- Establish, organize, and publicize the Commission.
- Identify areas of focus, create the 2024 - 2025 Workplan.
- Obtain approval for the Workplan.
- Establish and begin utilizing a communication protocol with the Sheriff's Office.

2024 Areas of Focus

- **Jail Operations**
 - Staffing levels - receive report from Sheriff, discuss how recruitment and staffing can be supported, develop a list of innovative ideas that can be recommended to Supervisors
 - Solitary confinement - Evaluate use of admin/solitary confinement for incarcerated people with mental health conditions as raised in November 2022 [report](#) by Disability Rights CA and Prison Law Office - receive report from Sheriff, receive and review updated data.
 - Medical - Evaluate appropriate care staff for incarcerated individuals with mental health/substance abuse and other health conditions
 - Survey - Survey how other counties handle mail for incarcerated people.
 - Report back on 2023 and 2024 YTD deaths in the jail - reason for arrest, length of time in jail, cause of death - and discuss how to prevent in the future
 - Best practices - Research best practices for diverting people with nonviolent crimes and mental health/substance abuse issues from jail - strengthen community resources/partnerships and reduce the demand on jail resources.
- **Patrol Operations**
 - [Project Guardian](#) - receive report from Sheriff on implementation and possible expansion to all cities
 - Mental health unarmed response - report on implementation from County staff, review of recommendations of BHC, ACLU
 - Traffic stops - obtain and review data from Sheriff on RIPA breakdown by location, how many result in arrests
 - Arrests - obtain and review data from Sheriff RIPA breakdown by location
 - Review current TASER and other use of force policies, including training policies

General

- Develop information sharing agreement with Sheriff's Office
- Develop mechanism for ongoing public input and response including compliments and concerns
- Develop confidential, effective complaint process for community members
- Survey how other counties use Inspector Generals and make recommendations to Supervisors on whether to establish an ongoing IG function to review incidents such as deaths in custody including jail deaths, allegations of excessive force and to review policies, trends and patterns to proactively prevent incidents and reduce county liabilities
- Assess effectiveness of Commission regarding its goals and objectives - self assessment and community survey

2024 Metrics

- Establish Commission by May 30 2024
- Create Public Commission website by July 1, 2024
- Hold first meeting by July 31, 2024
- Set meeting schedule for monthly meetings by July 31, 2024
- Select chair/co-chair by August 31, 2024
- Establish meeting/operating guidelines by August 31, 2024
- Establish goals and objectives by September 30, 2024
- Identity preliminary areas of focus by October 31, 2024
- Create draft Workplan by October 31, 2024
- Finalize approved Workplan by November 30, 2024
- Review accomplishments and undertake self-assessment by December 31, 2024

(Reference: [Dec 12, 2023 Resolution](#))

Submitted by Fixin' San Mateo County and the Coalition for a Safer San Mateo County on April 24, 2024