

Independent Civilian Advisory Commission Retreat Summary

August 1, 2026, 9am - 3pm

Manzanita Hall, 500 County Center, Redwood City

prepared 8/14/2026

Retreat Purpose: Review the ICAC's work over the past year and identify Commission goals for 2026-2027

Objectives:

- Identify ICAC accomplishments and challenges over the past year
- Develop initial ICAC goals and workplan
- Identify ways to maximize ICAC effectiveness

The San Mateo County Independent Civilian Advisory Commission on the Sheriff's Office (ICAC) held a retreat on August 1, 2026 to review its work and develop goals for 2026-2027. This document summarizes the retreat activities and results.

Retreat Attendees:

ICAC Members:

Reginald Duhé

William McClure, Vice-Chair

Shirley Melnicoe

Kalimah Salahuddin, Chair

David Satterwhite

Rob Silano

Alexis Lewis, Alternate

Michelle Vilchez, Alternate

County Staff:

Jennifer Castro-Lara

Adam Ely

Jennifer Orellana

Blanca Tapia

Facilitator: Debbie Schechter, Schechter Consulting

1. Welcome, Agenda Review, Group Agreements

Chair Kalimah Salahuddin and Vice Chair Bill McClure welcomed ICAC members and explained the purpose of the retreat. Facilitator Debbie Schechter reviewed the retreat agenda and the group agreements for the session. Commissioners introduced themselves and their motivations for joining the Commission.

2. Framing Activity

ICAC members participated in a framing activity where they expressed what they were proud of or thinking about from the past year and what they were looking forward to for the coming year. Responses were as follows:

Proud of/thinking about from last year

- Provided a forum for public comment on the Sheriff's Office and a forum for the Sheriff's Office to be open with the community
- Commissioners handled themselves professionally
- Presentation to the Board, recognition of the ICAC, open dialogue with community, creating comfort
- Created a sense of trust and transparency
- Took a position on the Inspector General (IG)
- Presentation to the Board
- Input on process for new Sheriff

Looking forward to this coming year

- Moving forward on new ideas
- More concrete solutions
- More information from the Sheriff's Office
- Contribute, hear community input, do law enforcement well
- Learn about accomplishments, set goals, contribute ideas
- Community events, getting out into the community
- Build support for Sheriff's Office to be successful
- Continue to build community trust and integrity, education re law enforcement procedures
- Follow up with Board of Supervisors on IG

3. Review ICAC Purpose and Role:

Chair Salahuddin and Vice Chair McClure reviewed the purpose of the ICAC based on the County resolution. Deputy County Executive Adam Ely provided guidance regarding the role of the ICAC. The following points were made regarding the ICAC's role:

- The ICAC is advisory to the Board of Supervisors, not the Sheriff's Office
- The ICAC's role is advisory, not oversight
- The Sheriff's Office representative has an important role
- ICAC members should act as community liaison
- The ICAC provides a public forum for information sharing and it recommends attainable policies
- The ICAC should build consensus, incorporating community viewpoints
- The ICAC should include input from affected parties and departments in making recommendations
- There is a spot on the ICAC for a Youth Commissioner that is currently vacant but is planned to be filled in the fall

4. Identify Past ICAC Accomplishments and Learnings

ICAC subcommittee leads presented accomplishments and learning from the past year as follows:

- Trust and Accountability (Kalimah):
 - Researched IGs and benefits. Recommended that an IG would provide a midlevel review of the Sheriff's Office to catch issues ahead of time. It would provide a safe space for employees to raise concerns. It would be an independent and trusted guide.
 - Provided a presentation on community involvement and the hiring process for the new Sheriff; enhanced transparency

- Learning: Give the Board of Supervisors what they need (clear data and proof) to support what they are trying to do
- Communications between incarcerated persons and families (Bill):
 - Understood the issues of mail; got a presentation from the Sheriff's Office
 - Learning: Follow-up to get more information
- Community engagement (Shirley):
 - Idea of holding community meetings to dialogue about the Sheriff's office, increase transparency, hold facilitated meetings in three locations
 - Learning: may not be as relevant with the new Sheriff (Sheriff did his own meetings): timing issues, different focus with different Sheriff, want Sheriff's Office and PAL involvement

ICAC members shared the following additional accomplishments:

- Got more religious services in the jail
- Developed new bylaws for the ICAC
- Professionalism and open communication
- Support from each other
- Held a meeting to address voting in the jail

5. Maximizing ICAC's Effectiveness

ICAC members individually considered the following question:

If the ICAC were to be as effective as possible one year from now, what would the Board of Supervisors, the public and the Sheriff's Office be saying about you? Consider these lenses: influence, meetings and process, collaboration/relationship, trust and independence:

- Influence: How can we make sure our recommendations are clear and meaningful and are shaping the Board's decisions?
- Meetings and process: How can we improve our meetings, agendas and preparation?
- Collaboration/relationship: How can we best collaborate with the Sheriff's Office and get the information we need?
- Trust and Independence: How can we show the public that we are independent and can be trusted?

Responses in each area are listed below. Priority responses are indicated with an asterisk (*).

Influence:

- *Ensure we are hearing from the community and prioritizing two to three concrete, attainable goals with clear milestones and tangible impacts
- *Have an established process where the Board communicates back to the ICAC on the results of our recommendations; have a session with the Board
- *Provide a concise definition of the problem/concern, i.e., the need for an IG and why
- *Pick critical topics of concern and provide reasonable suggestions and recommendations

- *Speak to and use the lens of what is a priority for the Board of Supervisors: be clear, less is more, data-driven
- Make sure recommendations are clear and meaningful and communicate them effectively
- Everyone has an equal seat at the table. Have measurable outcomes of goals and objectives.

Meetings/Process:

- *Have meetings every other month of the full Commission. Alternate with scheduled subcommittee/working group meetings with staff support. Receive information and supporting materials ahead of meetings to have better informed discussion/deliberations.
- *Have more input from other Commission members. Solicit agenda items from all.
- *Allow ample time for dialogue and deliberation on priority areas. Convene in different regions of the County. Make it easier and more accessible for others to attend, have more comment time. Partner with others to increase public engagement.
- *Have more community attendance. Have a session with the Board.
- More discussion and education for new ICAC members.
- Ask ICAC members for input on agenda items each month before agenda is created.
- Expand a couple of meetings to CBOs and community in specific geographical locations.
- Use and maximize our meeting time. We are responsible for the research and content creation that goes before the Board of Supervisors. There needs to be time for that.

Collaboration/Relationship:

- *Ask Sheriff how to best accomplish this. More information from him and command staff possibly.
- *Get the information we need; identify the type of data we need (monthly statistics)
- *Have a sworn representative at all of our meetings
- *Have a designated contact person(s) in the Sheriff's Office to be available and work with subcommittees/working groups as a resource to provide information and respond to questions
- *The importance of keeping an empathetic lens so that ideas and recommendations are received without causing a defensive response instead of a solution-focused response.
- Have a Sheriff's representative attend ICAC. Align our priorities with those of the Board of Supervisors and the Sheriff's Office. Inquire with Sheriff about what works for him.
- Mutual respect. Meeting attendance by Sheriff and/or staff. Recommendations with timelines.
- Trust, open communication, total participation of organization and commitment

Trust/Independence:

- *Hold meetings that are accessible and encourage the community's participation. Reply and follow up on recommendations.
- *Open transparency, fair sounding board (more accessible), showing accountability by the organization

- Engage a larger, broader audience of community members to ensure the ICAC is hearing all perspectives on a regular basis. The more community sees the ICAC the more they will feel heard and understood.
- Be independent and trustworthy. Continue to support community input.

Among these four lenses, the ICAC prioritized Meetings/Process and agreed on the following actions:

- Have a calendar with meeting dates and agenda topics so Commissioners know the lead time for agenda items
- Add Future Agenda Items to the end of the meeting agenda so the Commission can identify future agenda topics together
- Have regular meetings in specific geographic areas. Advertise those meetings and partner with CBOs to increase attendance.
- Have regular meetings every other month and subcommittee/working meetings on the alternate months (Adam to check with Counsel about whether this is doable)

The ICAC agreed to further discuss the remaining lenses and ideas for maximizing effectiveness at a future meeting.

5. Commission Goal-Setting

The Commission discussed the importance of identifying outcome-oriented, SMART goals (specific, measurable, achievable, realistic, time-bound). It was noted that goals should reflect the Commission's mission statement and role. Commissioners individually brainstormed and then agreed on three primary goals to guide their work through June 2026. The following were identified as priority goals:

1. Improve the complaint process to make it more transparent and clear, with a resolution
2. Improve how we deal with people experiencing mental health crises that are impacted by the Sheriff's Office
3. Improve communication avenues for incarcerated persons

Additionally, the ICAC agreed on the following procedures to help support and present its work related to the priority goals:

- Hold community listening sessions about ICAC, the Board of Supervisors and Sheriff's Office roles to increase awareness and involvement and help develop goals
- Publish a brief report summarizing the ICAC's work in relation to Board of Supervisors and the Sheriff's Office

Other goals that were mentioned by ICAC members during the brainstorming but not prioritized were as follows:

- Identify prevention measures and provide information around deaths in jail
- Education around law enforcement officers making arrests to have a better informed community
- Update the Sheriff's Office website to improve transparency and accuracy
- Increase alternative sentencing options (work furlough, transitional facilities, etc.)

At this point, Sheriff Ken Binder made brief remarks. He expressed appreciation for the work of the ICAC, interest in collaborating with them and support for the goal ideas expressed by ICAC members.

6. Workplan Development

ICAC members worked in groups to develop draft workplans for each of the three prioritized goals. Most members had the opportunity to contribute ideas for each goal, activities, action steps and resources needed. Draft workplans are included in the attachment.

7. Next Steps/Action Items:

The following action items were identified at the retreat:

Action	Who's Responsible	Timeframe
Hold working ICAC meetings every other month to work together on the goals	ICAC, with County staff support	Ongoing
Review bylaws for flexibility regarding regular and working meetings and missing meetings; check with County Counsel as needed	Adam, Bill	Before September 2
Determine approach and timeframe for holding listening sessions (consider listening session in place of a regular meeting)	Kalimah, Bill, Michelle	
Revisit ideas for enhancing ICAC effectiveness	ICAC	Ongoing
Schedule an orientation meeting for new Commissioners	Adam	Before September 2
Share a proposed meeting calendar	Kalimah, Bill, County staff	At September 2 meeting
Compile and share notes including workplans	Debbie	Mid August
Edit and adopt workplans	ICAC	September 2 or October 7 meeting

San Mateo County Independent Civilian Advisory Commission

DRAFT Work Plan

August 1, 2026

Goal and Outcome: Improve the complaint process to make it more transparent and clear, with a resolution					
Activities/Action Steps & Level of Effort (high, med, low)	Who is Responsible?	Timeline	Resources/Partners	Outcomes/Indicators of Progress	Status
1. Create multilingual online location that is visible for complaints	ICAC, SO, IT	3-6 months	• SO, IT, County Attorney • Need IA statistics past two years	Up and running site location	
2. Break down the steps of the complaint process for the public to understand	ICAC/SO	4 months	SO, IT, County Attorney	Up and running site location	
3. Have a tracking system for complaints	ICAC, SO, IT	4 months	SO, IT, County Attorney	Up and running site location	
4. Have a trigger to follow up to see if complaints are resolved. Define “resolution” of complaint.		4 months	SO, IT, County Attorney	Up and running site location	

Goal and Outcome: By December 2027, the ICAC will solidify recommendations on improving the current process for dealing with people experiencing mental health crises specifically at the Sheriff's Office					
Activities/Action Steps & Level of Effort (high, med, low)	Who is Responsible?	Timeline	Resources/Partners	Outcomes/Indicators of Progress	Status
1. Educate ICAC and the public on the current process for dealing with people experiencing mental health crises	County staff, Sheriff's Office	6-8 months	Data for in, out, followup, County data, CWCRT reports	• Baseline understanding • CWCRT impact • Identifying Sheriff's Office impact	
2. Collect Community Wellness and Crisis Response Team (CWCRT) data and understand impact	EO staff, CFO	5-10 months	Data, cost	• Measure K, options for funding • Impact on SO especially if CWCRT is defunded • Explore what other counties have done • Engage Behavioral Health Commission	
3. Develop and communicate recommendations	ICAC	10-15 months			

Goal and Outcome: Improve communication avenues for those incarcerated					
Activities/Action Steps & Level of Effort (high, med, low)	Who is Responsible?	Timeline	Resources/Partners	Outcomes/Indicators of Progress	Status
1. Get clarification on tablet usage and access/rationale	ICAC	6-8 months	Data for in, out, follow up, County data, CWCRT reports	Understanding who has access, when and why	
2. Get an overview of the contract re: tablets	Collaboration: ICAC and SO	5-10 months	Data, cost	Clear understanding of the contract with the new tablet vendor	
3. Establish inmate rights on communication and visits	Collaboration: ICAC and SO	10-15 months		A list of rights that is accessible and is collaboratively created by ICAC and SO	
4. Get clear rationale around paper mail decisions and share it on the ICAC website	SO			A data-driven document created by the SO to help the community understand the decision around paper mail	

IA strikes
past 2yrs

San Mateo County Independent Civilian Advisory Commission Work Plan Template

(phone vs mail)

need online liability?

Goal and Outcome:

improving the Complaint Process

Activities/Action Steps & Level of Effort (high, med, low)	Who is Responsible?	Timeline	Resources/Partners	Outcomes/Indicators of Progress	Status
1. Create website location that is visible for complaints	ICAC/S.O. 4/1 or IT	already exist 4-5 mos - need? 3-6 mos	S.O., IT	- up & running site location	
2. Tracking System for complaints	ICAC/S.O. I.T.	- 2-3 mos 4 mo	"		
3. Breakdown of steps & process for the public	ICAC/S.O.	1-2 mos 4 mos	"		
4. Follow-up trigger with complainant to see if resolved or complaint	AI TO	2-3 mos 4 mo	"		

multi lingual

ICAC or S.O.?

strike for compl. t.

need stakeholders

ICAC define Resolution

of Complaint - indiv or gen'l group by type

Conky AH

San Mateo County Independent Civilian Advisory Commission Work Plan Template

Goal and Outcome:

by Dec 2027, ICAC will solidify recommendations on improving current process on dealing w/ mlt crs & spec @ SO.

Activities/Action Steps & Level of Effort (high, med, low)	Who is Responsible?	Timeline	Resources/Partners	Outcomes/Indicators of Progress	Status
1. Educating ICAC + public on current process.	staff & SO.	6-8 mo.	data for in, out, on follow up, county	- Baseline understanding - CWCPT impact	
2. Communicating recommendations		10-15 mo.	data, CWCPT reports.	Identifying SO. impact.	
3. CWCPT data + impact	SO. staff CFO.				
4. Behavioral Health Commission (engagement)		5-10 mo.	data + cost	Measure & an option	\$

- impact on SO. esp if CWCPT is defunded.
- explore what other centres are doing

San Mateo County Independent Civilian Advisory Commission
Work Plan Template

Goal and Outcome: Improve Communication Avenues for Those Incarcerated					
Activities/Action Steps & Level of Effort (high, med, low)	Who is Responsible?	Timeline	Resources/Partners	Outcomes/Indicators of Progress	Status
1. Clarification on tablet usage and access/Rationale	ICAC			Understanding who has access, when, and why	
2. Overview of the contract re: tablets	collab ICAC Sheriff			Clear understanding of the contract w/ new tablet vendor	
3. Establish inmate rights on communication and visits.	collab			A list of rights that is accessible is collaboratively created by ICAC & Sheriff	
4. Clear rationale around paper mail decision.	Sheriff Sheriff			A data driven document is created by the Sheriff, to help the community understand the decision around paper mail.	

Shareable on ICAC website