



COUNTY OF SAN MATEO
BOARDS AND COMMISSIONS
INDEPENDENT CIVILIAN ADVISORY COMMISSION

San Mateo County Manzanita
Hall, 500 County Center,
Redwood City, CA
www.smcgov.org/icac

MINUTES

August 1, 2026

9:00 am

Please take notice that the Chair of the San Mateo County Independent Civilian Advisory Commission on the Sheriff's Office, acting pursuant to the authority of Government Code §54956, called a Special Meeting of the San Mateo County Independent Civilian Advisory Commission on the Sheriff's Office on 1st of August 2026.

The San Mateo County Independent Civilian Advisory Commission on the Sheriff's Office will advise the Board of Supervisors in its effort to facilitate public transparency, accountability, and public engagement with respect to the Sheriff's Office. It will provide a public forum for input from the community regarding the Sheriff's Office, develop and implement an annual work plan, and make recommendations to the Board of Supervisors.

This meeting of the Independent Civilian Advisory Commission was held in person at the San Mateo County Manzanita Hall (500 County Center, Redwood City).

1. CALL TO ORDER, SWEARING IN, ROLL CALL

Present:

Commissioners: Reginald Duhé, Bill McClure Shirley Melnicoe, Kalimah Salahuddin, David Satterwhite, Rob Silano

Alternates: Alexis Lewis, Michelle Vilchez

County Staff: Jennifer Castro, Jennifer Orellana, Blanca Tapia, Adam Ely

Absent:

Commissioner: James Simmons

2. GENERAL PUBLIC COMMENT

In-Person Comments:

Jim Lawrence, Nancy Goodban, Deacon Lauren P. McCombs, Jose Reyes

3. DISCUSSION AND PRESENTATIONS:

Speakers: Chair Kalimah Salahuddin, Vice Chair Bill McClure, Facilitator Debbie Schechter, and Assistant County Executive Adam Ely

Welcome, Agenda Review, Group Agreements, Introductions

- 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.

Looking Back Looking Forward

- Commissioners engaged in a framing activity where they discussed the commission's achievements, and what they look forward to.
 - Members were proud of creating forums for public comment and open dialogue with the Sheriff's Office, fostering trust, transparency, and community comfort.
 - Members highlighted their professional conduct, presentations to the Board, input on the new Sheriff selection process, and taking a position on the Inspector General (IG)
 - Members look forward to developing new ideas, creating concrete solutions, learning about accomplishments, setting goals, receiving more information from the Sheriff's Office, and following up with the Board of Supervisors on the Inspector General (IG)
 - Members want to increase community engagement through events and input, support the Sheriff's Office's success, strengthen trust and integrity, and expand community education about law enforcement procedures

Review ICAC Purpose and Role

- Reviewed ICAC's Mission Statement, Resolutions, and Bylaws
- ICAC is an advisory body to the Board of Supervisors, not the Sheriff's Office, and does not have an oversight role. It serves as a public forum for information sharing, community liaison, and development of attainable policy recommendations.
- ICAC should build consensus by incorporating community viewpoints and input from affected parties and County departments.

Identify Past ICAC's Accomplishments and Learnings

- The 3 ICAC ad hoc committees discussed their achievements and their learnings.
 - Transparency and Accountability (Kalimah)
 - Presented to the Board of Supervisors on the benefits of an Inspector General
 - Presented recommendations to the Board on ways to maintain transparency and involve the community during the election of a new Sheriff.
 - Improve Communication Between Inmates and Families
 - Collected data across various counties to understand their mailing system in the jails and find ways to implement it in the San Mateo County
 - Was successful in having the Sheriff Office present to the Commission regarding the mail in the jail and their considerations that are guiding the current policies
 - Due to changes in personnel within the Sheriff's Office, it has become difficult to maintain consistent communication.
 - Community Engagement and Input

- One of their previous goals was to hold community meetings to gather community input on the Sheriff's Office. It was going to be an effort to build trust and respect. Took a pause in this effort as Sheriff Binder organized his own meetings with the community.
 - Would like to reevaluate the Sheriff's Office complaint process.
- The Commission as a whole was successful in increasing access to religious services within the jails, had a presentation on the voting in jail, and implemented bylaws.

Maximizing ICAC's Effectiveness

- Influence
 - Center community input to identify 2–3 clear, attainable, data-driven priorities with measurable milestones and tangible impact; clearly define the problem and need, provide focused recommendations, align with Board of Supervisors priorities, and establish a process for the Board to report back to the ICAC on outcomes
- Meeting/Process
 - Establish a predictable meeting cycle with full Commission meetings alternating with subcommittee/working group sessions, supported by timely materials and staff. Increase member and community input, allow more time for education, dialogue, and deliberation, and improve accessibility and public engagement by varying locations, expanding comment opportunities, and partnering with others.
- Collaboration/Relationship
 - Strengthen a consistent, solution-focused partnership with the Sheriff's Office through regular access to command staff and a sworn representative at Commission meetings, designated contacts for subcommittees/working groups, and timely access to relevant data and information, while maintaining an empathetic and constructive approach to recommendations.
- Trust/Independence
 - Build trust through accessible, transparent meetings and meaningful community participation, while demonstrating accountability by providing fair, independent input and consistently responding to and following up on recommendations.
- Will further discuss this topic of maximizing effectiveness at a future meeting.

Commission Goal Setting (2026-2027)

Speakers: Chair Kalimah Salahuddin, Vice Chair Bill McClure, Facilitator Debbie Schechter, and Sheriff Kenneth Binder

- The following were identified as priority goals:
 - Improve the complaint process to make it more transparent and clearer, with a resolution
 - Improve how we deal with people experiencing mental health crises that are impacted by the Sheriff's Office
 - Improve communication avenues for incarcerated persons
- Additionally, the ICAC agreed on holding community listening sessions about the to increase awareness and involvement and help develop goals. As well as publishing a brief report summarizing the ICAC's work.

Commissioner Inquiries:

1. Discussed the need for flexible meeting locations to allow for more public participation and engagement. (Action for Staff)
2. Follow up on the process of obtaining a Youth Liaison for ICAC. (Action for Staff)
3. Request to add Complaint Forms to a future agenda.
4. Review bylaws for flexibility around regular and working meetings and missed meetings. (Action for CAO)

In-Person Comments:

Nancy Goodban, Deacon Lauren McCombs, Trena Patton, Jose Reyes

4. DISCUSSION: WORKPLAN DEVELOPMENT, NEXT STEPS, AND RETREAT EVALUATION

Speakers:

Chair Kalimah Salahuddin
Facilitator Debbie Schechter

Work plan development

- Commissioners 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.

Commissioner Inquiries:

1. Schedule onboarding/background session for new commissioners. (Action for Staff)
2. Adopt workplans at a future meeting.

In-Person Comments:

Nancy Goodban, Jose Reyes, Trena L Patton, Deacon Lauren McCombs

5. ADJOURNMENT

Meeting adjourned at 3:00pm.