



DATE: January 7, 2025

TO: Members of the Community Advisory Council (CAC)

FROM: Lorena Barrera, Chair  
Nancy Pemberton, Vice Chair

CC: IOLERO Director John Alden  
Community Engagement Manager Lizett Camacho  
Contractor Rania Adwan

RE: Possible Policy Priorities for CAC; Ad Hoc Working Expectations 2025

## I. INTRODUCTION

The Community Advisory Council (CAC) is set to hold a Strategic Planning Meeting in the coming weeks to discuss, among other issues, what policy issues and engagement efforts the CAC might address in the upcoming year. This memo is designed to provide the CAC with perspective from the Chair and Vice Chair as to how to use the Ad Hocs to address these policy issues and engagement efforts, as well as to frame a conversation at the next Strategic Planning Meeting around expectations and goals.

## II. USE OF AD HOCS

In 2024, we instituted several Ad Hoc Committees, each with a subject matter assignment. As a CAC, we did not set specific goals for each Ad Hoc, but rather left it to each Ad Hoc to set their own goals. By the end of 2024, few of the goals set by each Ad Hoc were realized; some goals were set aside and some Ad Hocs dissolved without completing any goals at all. While it is to be expected that Ad Hocs may change direction or membership to some extent, or encounter unexpected challenges along the way, we have to admit that as whole, our CAC Ad Hoc work yielded little result in 2024, despite our plans at our last Strategic Planning Meeting to narrow the number and focus of our Ad Hocs in the hopes of completing more work in 2024.

That said, we also noticed several positive trends. Adding Rania Adwan as a contractor and Lizett Camacho as IOLERO staff to Ad Hoc meetings improved productivity and focus. Collaborating with the Sheriff's Office early, rather than later, in the Ad Hoc process garnered more information for the Ad Hoc, and stronger engagement from the

Sheriff's Office. When we focused on a more modest scope of issues in a given subject matter, we achieved more concrete results than we did when we attempted to address a wide variety of issues within the general topic. In addition, community engagement and education about a topic was flagged as a worthy goal in and of itself, even if no policy change was flagged in the process.

For this reason, we seek to reset structure and goals for Ad Hocs in 2025, as noted below, and seek your input on these changes at our Strategic Planning Meeting:

- a. Ad Hocs shall include IOLERO staff and contractors at meetings of each Ad Hoc in order to better set priorities and hold ourselves accountable;
- b. Ad Hocs shall start their work on new policy areas by attempting to contact the Sheriff's Office first to educate the Ad Hoc and develop relationship with the Sheriff's Office around the subject matter early;
- c. Ad Hocs shall set a SMART Goal at the Strategic Planning Meeting, meaning a goal that is *Specific, Measureable, Achievable* within the year and current resources, *Relevant* to the mission of the CAC, and *Time-bound* (having a deadline). This goal could be either a policy recommendation OR a public-facing engagement event on a topic, like a Town Hall;
- d. Ad Hoc Chairs shall ensure at least monthly meetings of each Ad Hoc outside of CAC meetings and report monthly to the CAC on the progress of each Ad Hoc.

### III. COMMUNITY ENGAGEMENT

At the Strategic Planning Meeting, we will lead a conversation with the CAC about community engagement in 2025. We have observed that opportunities to educate the community about Sheriff's Office policies and procedures, and opportunities to hear from community about their concerns and priorities for work of the Sheriff's Office were well received last year. We would like to do more this year. Such opportunities include:

- a. Having some CAC meetings at locations other than central Santa Rosa, especially if combined with a local topic of interest;
- b. Virtual Town Halls on topics of concern to the community, with invitations to collaborate generally made to the Sheriff's Office;
- c. Having Ad Hocs and/or CAC members reach out to local organizations and communities to inform them of IOLERO's and the CAC's work and hear their concerns about what to address in 2025.

#### IV. AD HOC PROGRESS AND POLICY AREAS

In preparation for the Strategic Planning Meeting, we expect to receive a brief written report from each Ad Hoc Chair regarding the current progress of the Ad Hoc and a summary of what remains outstanding that has not been accomplished. Please expect a follow-up email from Lizett Camacho on this matter.

Given the above observations and priorities, we are not likely to recommend new policy projects for 2025, absent strong community demand at the Strategic Planning Meeting. That said, we have already heard strong community demand that the CAC address local law enforcement cooperation with Immigration and Customs Enforcement (ICE) in 2025. Last year, we held a Town Hall on how the SCSO communicates with ICE about who is at the jail but we have not yet engaged the community as to how the SCSO communicates with ICE in its patrol operations in the field. We **do** intend to discuss this policy area at the Strategic Planning Meeting. This may be a topic for a Town Hall or an Ad Hoc.

We thank you all for the dedication, work and efforts you contribute to the CAC and we look forward to transparent and thorough discussions about our goals for this calendar year.

Sincerely,  
Lorena Barrera and Nancy Pemberton