

AB1185 SHERIFF OVERSIGHT PROCESS: COMMUNITY ENGAGEMENT SUMMARY

A summary of the community engagement process initiated to gather meaningful community input on the framework, structure, and authority for oversight of the Marin County Sheriff's Office.

*Cameron McElhiney, Executive Director
National Association for Civilian Oversight of Law Enforcement*



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Background

In August 2022, the Marin County Office of Equity and the Human Rights Commission convened a Community Outreach Work Group (Working Group) to review the options for oversight provided by AB1185 and to develop recommendations on the preferred oversight structure based on input collected from the community. Fifteen members of the Marin County community were invited to join the Community Outreach Working Group (COWG). This selection process for the COWG was the first effort towards community engagement in this process. The Group consisted of a diverse group of individuals representative of the community. It included individuals with lived or professional experience related to justice, law enforcement oversight, law, community organizing, research, finance, and other relevant areas. The commitment of these individuals was to promote community engagement among constituents, conduct outreach to all interested parties, and research effective practices of civilian oversight of law enforcement.

Methods

Individual members of the COWG brought broad representation of various Marin County communities to the process. Beyond this, there were four primary methods of engagement for the project: virtual community conversations, a short survey, community canvassing, and a series of focus groups. Initial community conversations were developed and convened by the Marin County Office of Equity as a way to create a base of information from the community on which the COWG could build. The survey was developed and delivered by members of the COWG with the assistance of the Center for Justice Innovation (CJI) and the National Association for Civilian Oversight of Law Enforcement (NACOLE). The focus group and community canvassing work was developed primarily by the Focus Group Subcommittee of the COWG with the assistance of NACOLE.

Community Conversations

At the onset of the process, the Marin County Office of Equity convened three community conversations to provide a forum for education about the process the COWG would undergo and to solicit feedback from the community regarding the Marin County Sheriff's Office (MCSO) and the need for civilian oversight in the county. The sessions were facilitated by two members of NACOLE and also provided an opportunity for community members to hear from members of the Board of Supervisors and the Sheriff and their thoughts on the overall process for establishing civilian oversight of the MCSO.

Survey

A 10-item survey (with six additional demographic questions) was conducted over the course of 39 days, from December 14, 2022 – January 20, 2023. The survey took less than ten minutes to complete and was offered both online and in paper format in English, Spanish, Vietnamese, and Traditional Chinese. Participants were recruited by members of the COWG and the Office of Equity, with support from NACOLE via email, phone calls, in-person outreach, flyers, and social

media announcements. In total, 526 surveys were collected. The majority of these (94%) were completed in English, and online (86%).

Focus Groups

A total of nine (9) focus groups were convened to elicit public opinion related to perceptions of and trust in the MCSO. Over 140 individuals from key constituencies participated. Areas explored included their knowledge of existing complaint processes, the composition and duties of a civilian oversight entity, and what impact they would like civilian oversight to have in their community. Focus groups were 90 minutes long and were facilitated by individuals knowledgeable of the field of civilian oversight of law enforcement. Information gathered from focus groups was provided to the COWG to consider when finalizing their work. The methods and questions for the focus groups were developed by NACOLE in collaboration with the Focus Group Subcommittee of the COWG. Six focus groups were conducted in person at locations within Marin County with the assistance of various community partners including Marin County Probation Services, Canal Alliance, and the Marin City Teen Center. Four focus groups were conducted virtually to provide opportunities for those not able to make an in-person event. Community partners allowed for a diverse group of participants and included Dominican University, College of Marin, College of Marin UMOJA, Multicultural Center of Marin, and Youth Transforming Justice.

Community Canvassing

While developing the focus groups, the subcommittee felt that there was a need to reach people who would not otherwise be engaged through the survey or focus group processes. As a result, a community canvassing process was introduced where members of the COWG canvassed areas in Marin City, Novato, and San Rafael to have one-on-one conversations with community members. Locations included a downtown homeless encampment, a public housing project, community park, and laundromat. Thirty-one community members participated and, as with the focus groups, were asked about their knowledge of existing complaint processes, the composition and duties of a civilian oversight entity, and what impact they would like civilian oversight to have in their community.

Limitations

Community engagement efforts were hampered by several limitations. First, time constraints hampered some of the engagement efforts. Community conversations were scheduled with the original timeline in place which called for the recommendations to be completed by December 2022. This meant that they occurred at the beginning of the process and with little input from the COWG. In addition, even with the extension of the original timeline, the survey, focus groups, and community canvassing had to take place in a condensed time frame. A longer timeframe could have resulted in more people having their voice heard about their views of the MCSO and current complaint process. Extended time frames would have also allowed more community input on the recommendations once completed.

Despite these limitations, the community engagement efforts resulted in the capture of valuable feedback from over 700 members of the Marin County community.

Appendix A: Marin County Community Survey Memo

TO: Cameron McElhiney, National Association for Civilian Oversight of Law Enforcement

FROM: Rachel Swaner, Ph.D., Research Director, Center for Justice Innovation
Elise White, Ph.D., Deputy Research Director, Center for Justice Innovation

DATE: Thursday, March 2, 2023

RE: Findings from the Community Survey on Civilian Oversight of the Marin County Sheriff's Department

Background

In 2020, Assembly Bill 1185 was passed by the California State Legislature and signed into law. The bill allows for the creation of a Sheriff Oversight Committee, an Inspector General, or both by an action of the County Board of Supervisors or a vote of county residents. The Marin County Board of Supervisors has committed to implementing an oversight body of the Marin County Sheriff's Office (MCSO) as outlined by AB 1185 and, in 2021, undertook a process of determining what civilian oversight might best look like in the county.

In 2022, the National Association for Civilian Oversight of Law Enforcement (NACOLE) contracted with the Center for Justice Innovation (formerly Center for Court Innovation) to conduct a survey gathering community input on civilian oversight of the Marin County Sheriff's Office. What follows are findings from that survey.

Methods

The survey was designed in the fall of 2022, under the guidance of NACOLE and the Center, by the Marin County Office of the Administrator's Office of Equity and a community working group assembled by the Marin County Board of Supervisors to ensure robust community input into the process.

The *10-item survey* (with six additional demographic questions) was conducted over the course of 39 days, from December 14, 2022 – January 20, 2023. The survey took less than ten minutes to complete and was offered in English, Spanish, Vietnamese, and Traditional Chinese, both online and in paper format. Participants were recruited by the working group and the Office of Equity, with support from NACOLE. In total, 526 surveys were collected. The majority of these (94%) were completed in English, and online (86%). Table 1 represents a further breakdown of responses.

Table 1: Language and Format of Survey Responses

Language	Online	Paper
English	82%	11%
Spanish	3%	3%
Traditional Chinese	1%	0%
Vietnamese	0%	0%

The survey explored respondents’ interactions with MCSO, knowledge about and experiences with the existing complaint process, and opinions on possible roles and responsibilities, composition, and training of the civilian oversight entity (referred in this memo interchangeably as “civilian oversight entity” and “Oversight Committee”). The project was approved by the Center’s Institutional Review Board. Data collected was coded and analyzed by Center researchers. Responses are outlined in detail below.

Survey Respondent Demographics

More than 500 surveys were collected (N=526).¹ Respondents ranged in age from 18 to 94, with a median age of 61. Over half of the respondents (53%) were 60 and older. Eighty-five percent of respondents were 40 and older.

Fifty-six percent of respondents identified as male and 43% identified as female. One percent identified as non-binary, genderfluid, or genderqueer. Seventy percent of the sample chose to identify as white, 16% as Black/African American, 13% as Hispanic or Latino/Latinx, 3% as Asian/Pacific Islander, 3% as Indigenous, and 0.5% as multiracial. A little over ninety percent (91%) identified English, 8% identified Spanish, and 1% identified Mandarin or Cantonese as the primary language spoken at home.

In part to ensure recruitment of as diverse a sample as possible, the survey asked respondents to indicate the neighborhood where they lived. Table 2 represents a breakdown of those responses. Additionally, 49% of respondents reported living in an unincorporated part of Marin County.

¹ Sometimes response percentages add up to a little less or more than 100% for each question due to rounding.

Table 2: Neighborhoods of Primary Residence

Neighborhood	%
San Rafael	25%
Novato	24%
Mill Valley, Marin City	9% for each
San Anselmo	5%
Corte Madera	4%
Bolinas, Larkspur	3% for each
Fairfax, Point Reyes Station, Kentfield	2% for each
Marinwood, Strawberry, Tiburon	1% for each
Other neighborhoods	9% (less than 1% each)

General Thoughts on the Marin County Sheriff's Office

Table 3: Direct Forms of Contact with MCSO in Last 5 Years

Form of Contact	%
Community event (e.g., National Night Out)	26%
Asked for help	24%
Traffic stop	19%
Traffic control	13%
In court (sheriff's deputy)	8%
Evacuation/emergency management	6%
Street/sidewalk stop	5%
Arrested	4%
Cite and release	3%
In a school (school resource officer)	3%
Held for questioning	3%

Experienced a use of force incident	3%
While incarcerated in a Marin County jail facility	3%
Transported to a jail facility anywhere by a Marin County Sheriff's deputy	2%

The survey contained several items exploring respondent's engagement with, and perceptions of, the MCSO. Most participants indicated they encountered MCSO officers at community events, when asking for help, or through traffic-related engagements. Few participants indicated they had engaged with the department in street stops, arrest, schools, jails, or other custodial settings (less than 5% for each). Overall, 53% said they would describe their encounters as positive, 22% as negative, 14% as neutral, and 11% as mixed. An open field asked respondents to explain their responses more fully. Nearly 300 people responded to this question. Some participants described their interactions with MCSO in **neutral language that focused on the work performed.**

An officer pulled me over for using my cell phone while I was driving. My cell phone was actually in my pocket and I was using a toothpick that he mistakenly thought was a phone. After checking my license and registration and proof of insurance he apologized for the stop and let me be on my way.

I saw the Sheriff at the 2022 Marin County Fair, and they were just regulating the traffic at night. They were doing their job.

Others expressed **generalized feelings of support for the department.** Here, common words respondents used included "friendly," "professional," "helpful," "polite," and "courteous." On the whole, these responses tended to be bigger-picture sentiments rather than tethered to detailed descriptions of specific interactions.

Each contact I had with the Marin County Sheriff's was completely professional. The Deputies in each contact were extremely helpful.

Every person I've dealt with at Marin County Sheriff has been professional, and a pleasant experience.

I've interacted with members of the Marin County Sheriff's on several occasions in the past year. They have always been genuinely nice, helpful and professional.

Officers have always been calm, reassuring, knowledgeable and left me with the feeling their agency was in good hands.

Others described specific positive interactions with MCSO, whether at community events or when they requested help or were stopped due to potential violations.

I had moved to Novato. I took a detour off the freeway thinking it was legal, I got stopped for it, I explained I was new to Novato, and that I understood if I got a ticket. As a person of color, it is

terrifying being stopped by any [law] enforcement, so this was terrifying. However, the Sheriff officer let me know what I did was not legal, checked my documents, and let me go with a warning. I was very happy to be at work without being hurt.

Deputy came to a Neighborhood Association meeting; was friend[ly] & professional and conveyed the [...] spirit of public service I would expect from someone trusted with such authority.

My 10-year-old daughter was sexually harassed in the woods in a very scary incident. The Sheriff's office was responsive. They communicated well, assigned a specialist and followed through with professionalism. We feel safe in our community because of how they handled the case. Cordial officers, helpful and responsive- responded within 5 minutes of call.

Very helpful. Understood mental illness of adult child and helped him.

Not all respondents reported exclusively positive engagements with MCSO. Some described **mixed experience related to a single issue**, with shifts in how they or others were treated.

Called Sheriff re vehicle in the middle of the road with what appeared to be a passed-out driver. Sheriff appeared quite quickly and started dealing with the person. I was not involved and remained inside my home. I did see the sheriff seem to push the driver verbally, not physically, to challenge him repeatedly, getting louder each time. I could not hear the person's responses as he was facing away from me. Then it seemed to suddenly escalate from a civil conversation between them to loud demands from the Sheriff for the man to get on the ground, where he was arrested and taken away. I was taken aback by the sudden shift in demeanor of the Sheriff. I had not seen the man make any sudden moves or anything, but I also figured he may have said something that took the incident from fairly quiet to quite intense. I remember moving away to the back of the house as I feared gun(s) would be fired. What had appeared to be a caring traffic stop had suddenly become quite intense and scary.

He was carrying out orders and was polite. It just wasn't an ideal situation overall.

For others, their mixed perception of MCSO was due to **variance among the behaviors of different MCSO officers**.

Many of the deputies are kind, friendly and helpful. But there is a toxic culture within some of the law enforcement arm that is ultimately harmful to citizens treated unfairly, and the community at large.

I don't trust the Sheriff office. They are cruel white men because they transfer undocumented immigrants to ICE. You never know when they are going to abuse. Some deputies are very kind though. I think they are racist.

A number of respondents had **generalized negative perceptions**, often involving references to lack of trust, officers being “dismissive,” “disrespectful,” or “arrogant.” For some, this negative perception was rooted in perceptions of the office as racist or a threat to people of color.

They are invariably arrogant and disrespectful. They are arrogant, untrustworthy, and self-serving.

They feel they are above the law. Other law enforcement let them get away with it, and if you don't cater to their every whim, they will shoot you.

Some participants specific instances where they perceived MCSO officers to **have behaved neglectfully in an engagement or were standoffish and inaccessible.**

They left my under-aged kids unattended.

Deputies were asked for assistance in dealing with a homeless person on meth. My neighbor and I were treated with hostility, scorn, and when asked for assistance with services for that homeless person, they said they didn't know of any resources and told us to look it up on Google.

I attended a celebration in Marin City for the tunnel art project. Sheriff's Deputies were standing all over in pairs but separated from community members. It made me feel uncomfortable like we were all being policed at a community celebration.

When I asked the Sheriff's Office for assistance in a large demonstration, I found the deputies arrogant and indifferent.

Other negative experiences with MCSO included descriptions of **bullying or intimidating behavior**, sometimes in the context of community events, sometimes when respondents asked for assistance or were involved in stops and of encounters where they were suspected of wrongdoing.

I asked for help with identifying the person who took my identity. Subsequently, I was victim shifted! Now, my identity is massively impacted.

At a peaceful rally for George Floyd, I witnessed a large number of Sheriff deputies dressed in camo fatigues and carrying weapons like a paramilitary group. I found this both racist and intimidating. Paramilitary groups have no place in a peaceful society.

They presented dangerous and didn't listen or appear to care about my safety.

I was pulled over and screamed at. A friend of mine, an Indonesian immigrant, was arrested and held in jail overnight. His family didn't hear from him till the next day and were terrified especially because he has crucial cancer medication he needs to take.

I was visiting my daughter in Mill Valley, when stopped for going past a stop sign. I had been visiting my daughter for many years and the stop sign had just been added. I was driving very slowly. I do not fault the sheriff for the citation, but he did not need to question whether my daughter really lived in Mill Valley. We are Latinos. He wanted to know her name and address.

For a few participants, this perception of **being bullied extended to their experiences in detention.**

Conditions in the jail are intolerable. 24-hour isolation during COVID was inhumane. Consistent problems with Deputies refusing to bring inmates to video visits on time. Overpriced telephone and video visits. Terrible food. Refusal to allow psychiatric visits in spite of the Presiding Judge's order to facilitate them. Deputies' refusal to wear masks during COVID was inexcusable and should have resulted in disciplinary action.

Not treated well in jail, like I killed someone. [They] like to abuse power.

A particular area of concern for respondents was what they described as **differential treatment based on race**, frequently where they, as white, were treated differently than people of color in the community. This was sometimes based in direct experience, sometimes based on information they'd learned from friends or acquaintances, or from information shared on the news or at community gatherings.

To me, the office was helpful. To my Black friend, not so much.

The sheriff's deputies were clearly profiling by race, because I was doing the exact same thing my direct report was doing, parking my car in the civic center parking lot. In general, I find MCSO to be a very racist organization in the ways they police Marin City and also the Canal.

Rude officers, absolutely needlessly impolite without any cause or provocation, I believe this was connected to my race.

Someone had broken into my father's work truck and stolen his tools. We called the sheriff to report this incident and they arrived an hour later. The sheriff who came first came over and saw my father. I guess he saw his complexion and thought it was better to call someone who spoke Spanish. I saw him drive up, roll down the window and say, "someone else is coming to help you." He didn't even get out of the car. Then, 45 minutes later, a Spanish-speaking sheriff came and told us there was nothing he could do. He gave us his card and told us to call him if it happened again. We both felt defeated and hopeless because the sheriffs do not care about protecting and serving our community.

Thoughts About the Marin County Sheriff's Office Complaint Review Process

Slightly less than half (47%) of respondents reported knowing about the existing MCSO complaint review process. The majority (70%) of respondents had never filed a complaint or thought about doing so. Thirty percent of respondents, however, endorsed having thought about or tried to file a complaint with the existing system (Table 4). Open-field responses solicited further context around these experiences. Sixty-seven participants responded to this question.

Table 4: Use of the Existing Complaint Process

Existing Complaint Process	%
Wanted to file a complaint but did not because I was scared to do so	11%
Thought about filing a complaint with the Marin County Sheriff's Office but did not begin the process	8%
Wanted to file a complaint but did not because I did not know how to do so	5%
Filed a complaint with the Marin County Sheriff's Office	5%
Tried to file a complaint with the Marin County Sheriff's Office but did not complete the process	2%
None of the above	70%

Some indicated that they had thought about filing complaints but **due to their lack of trust in MCSO and skepticism over the process, had elected not to move forward.**

Complaints to the offender makes no sense to me when the offenders show clear disregard and disinterest regarding my objections during the encounters.

I decided it would be a waste of time given the leadership of that organization. I also did not wish to subject the victim of this incident to any further harassment.

I've been told by officers in other departments and community members that the sheriff's department does not take any complaints seriously if the action was not specifically illegal (but may have been unethical or unbecoming of a peace officer).

Other respondents expressed being **afraid to engage in the complaint process**, either because of the general perceptions of the department or because of specific experiences.

While our past interactions with the Sheriff's dept have been exemplary, we do not feel comfortable about filing complaints or raise issues because it might cause unintended personal backlash.

The Sheriff and department have a scary reputation.

I made a full stop and they said I didn't stop. Accused me of smelling of alcohol - I had not had alcohol. Tested, let me go and forgot all about false stop sign. Attorney advised me not to complain because of likely retribution.

Feeling scared cause of retaliation. Targeted harassment.

Very few described first-hand experience with the **existing complaint process**. Those who did detailed a **deeply unsatisfactory process**.

It was frustrating and time consuming.

Complaint filed, nothing done about it. No response.

The sheriff's deputy [...] lied under oath and in formal pleadings. He had a personal vendetta against another person and lied to seek retribution. The complaint was made through the citizen complaint process, but because the deputy had moved to another agency in Contra Costa County, they did nothing.

I was physically assaulted and sexually assaulted by [a deputy] on April 27, 2022, and filed a complaint. No one has responded. Also filed public records request for body cam footage they refuse to release to me. Marin sheriffs are corrupt and crooks.

A final question explored respondents' preferences for filing a complaint against MCSO. Slightly more than half (52%) indicated they **preferred to fill out and submit a form online**. About a quarter (26%) indicated they would prefer downloading an electronic form and emailing it to MCSO. About 20% each said they would either download, print, and mail a form to MCSO; file in person at an MCSO; or file in person at a location other than an MCSO office. Fifteen percent indicated they would not file a complaint due to lack of trust, and 11% said they would not do so due to fear.

Civilian Oversight

The last battery of questions explored respondents' opinions on the roles and responsibilities for civilian oversight of MCSO; what they believed training should consist of; whether trainings should be mandatory; and the composition of the oversight committee.

Civilian Oversight of Marin County Sheriff's Office Roles and Responsibilities

For nearly every role or responsibility listed on the survey, at least half of respondents indicated they thought it was an important task for the Oversight Committee. **Independent investigations of complaints made against employees of MCSO and against the Marin County jail, and issuing public reports on these** were among the responsibilities the most respondents indicated were important, with almost three-quarters of respondents endorsing each (Table 5).

Table 5: Possible Roles and Responsibilities for Civilian Oversight of MCSO

Possible Roles and Responsibilities	Somewhat or Very Important
Independently investigating complaints made against employees of the Marin County Sheriff's Office (n=513)	74%
Independently investigating complaints made against the Marin County jail (n=510)	73%

Issuing public reports on both internal and external complaints, investigation outcomes, and other work of the community oversight body (n=511)	73%
Creating a process for an independent office to receive complaints made by community members against the Marin County Sheriff's Office (n=515)	72%
Reviewing the policies, practices, and training programs of the Marin County Sheriff's Office and make recommendations on policy, practices, and training (n=506)	70%
Creating an independent review process by a civilian oversight body for complaints made by incarcerated persons or members of the community (external complaints) and investigated by the Marin County Sheriff's Office, including access to records (n=508)	68%
Making recommendations to the Marin County Sheriff's Department regarding community policing initiatives focused on rebuilding trust and relationships in vulnerable communities (n=498)	68%
Collaborating with the Marin County Sheriff's Office on community policing initiatives focused on rebuilding trust and relationships with vulnerable communities (n=494)	68%
Creating an independent review process by a civilian oversight body for complaints made by employees of the Marin County Sheriff's Office (internal complaints) and investigated by the Marin County Sheriff's Office, including access to records (n=504)	67%
Providing input into the disciplinary process for employees of the Marin County Sheriff's Office who have violated department policy and procedures (n=501)	66%
Engaging with the community and hosting town hall events for reconciliation, truth telling, and restorative justice (n=497)	65%
Engaging with incarcerated persons (n=496)	53%
Reviewing and recommending commendations and promotions (n=485)	46%

In the open-field question at the end of the survey, some respondents offered further thoughts on roles and responsibilities. A number of respondents stressed the importance of **full independence for the civilian police oversight entity, with full access to police records and subpoena power**.

The Oversight Committee definitely ought to have an inspector general and subpoena power, hands down.

[...]Independent review is toothless without the ability to investigate independently.

The oversight process must be fully transparent and independent of the Sheriff's office and must include subpoena power. The oversight body must collect RIPA data, must annually review militarized equipment inventory and must be empowered to investigate civilian complaints, including people who are incarcerated about the Sheriff's office and/or any of its members.

Respondents also stressed the need for **transparency**, within MCSO, within the Civilian Police Oversight Entity, and particularly related to potential investigations.

Transparency is key. No one is above the law.

Table 6 provides a drill-down into the types of reports respondents wished to see, with **reports on injuries, deaths, violence, and use of force in Marin County jails** topping the list. As with roles and responsibilities, half or more of respondents endorsed the Oversight Committee releasing reports on all topics outlined in the survey.

Table 6: Public Reports the Oversight Committee Should Release

Public Reports	%
Injuries and deaths of people incarcerated in Marin County jail	63%
Violence and use of force in the Marin County jail	62%
Jail conditions	59%
Community policing initiatives	57%
Work and major initiatives of the Civilian Oversight Committee	56%
Data collected (and required by the Racial Identity and Profiling Act) on every stop of a citizen including observed age, race, gender, disabilities, reason for the stop as well as date, time and location of the stop	54%
Marin County Sheriff's Office's cooperation with U.S. Immigration and Customs Enforcement (ICE), including notifications of custody, holds, transfer requests and agreements and contracts between agencies	53%
The complaint process for community members and families of incarcerated persons, and results of all misconduct investigations	52%
Marin County Sheriff's Office budget, including financial details related to enforcement activities	50%
The grievance process for incarcerated persons, and results of all related investigations	47%
Special audits/studies on topics of interest to incarcerated persons, the community and law enforcement such as discipline, use of force reporting practices, access to medical care, etc.	46%
Personnel misconduct complaints filed by incarcerated individuals	46%

Composition of the Oversight Committee

Sixty-seven percent of respondents said they thought the Oversight Committee should reflect the diversity of Marin County, including but not limited to race, ethnicity, gender, sexual orientation, immigration status, income level, justice system impacted, and direct experiences with law enforcement.

A number of respondents commented on the importance of diversity among the community oversight board in the open-field question at the end of the survey. Some thought the board composition should **prioritize those most vulnerable and/or impacted**. Other respondents stressed the importance of **proportional representation** but defined it differently. For some this meant the composition of community members should reflect demographics within the county, whereas others believed it should mirror arrest rates. Yet other respondents stressed the need for a **widely “inclusive” community composition, separate from Marin County demographics**, including geographic diversity.

It's crucial that civilian oversight be carried out by proportional representation. Percent of African Americans arrested should equal same number on the oversight group. Proportion of teens, Latinos, LGBTQ, etc.

The Oversight Committee should far more diverse than the County -- there is very little meaningful diversity in the County. That has been much of the problem behind how underrepresented populations have been treated by the Sheriff's Office.

[...] I agree that the demographics of the committee should mirror the demographics of the County, to the extent possible. So if 30% of the county is over 70, then 30% of the committee should be so, and so forth. Same thing with racial, and most of the other categories. Several of the proposed categories are objectionable as they are subjective. Stick with standard demographics (age, race, sex).

Some respondents also stressed the importance of an unbiased committee, or selecting **community members who could be fair**.

It seems really important to select participants on BOTH houses - citizens and Office of Sheriff who can listen, come without hard bias and who believe there is room among all for positive learning and improvement.

The commission should advise but not be biased against law enforcement. Activists with an agenda should not be appointed. Regular citizens similar to the Grand Jury are more appropriate.

A necessary committee. Just make sure racial bias, ALL racial bias, is removed from the selection process.

Trainings and Civilian Oversight of the Marin County Sheriff's Department

Three-quarters of respondents indicated they felt Oversight Committee members should receive some mandatory trainings. **Federal and state laws governing policing, how those are implemented by MCSO, and MCSO's overall trainings, policies, and procedures** received endorsement by the most respondents as important (Table 7). Reflections on training in the open-field question at the end of the survey most frequently discussed including trainings on **policies, practices, and laws governing law enforcement**; opportunities to learn more about the **daily experiences of both law enforcement and communities most impacted by policing**; and **ride-alongs**.

Since the county seems all but confirmed to be going this direction, every member of the committee should be required to go through use of force training, including simulator trainings, as well as participating in regular ride-alongs.

Having law enforcement “training” the oversight board is inappropriate. Law enforcement can share its perspective like any other stakeholder. Embedding itself in the review process is just a backdoor to undermining its impartiality. The board aren’t having ride-alongs with every other member of the community. They shouldn’t be having them with the sheriff either.

Oversight committee members should also do tours of groups that support immigrant families (Canal Alliance etc.) to better understand how immigration and law enforcement intersect.

Table 7: Mandatory Trainings the Oversight Committee Should Receive

Trainings	%
Constitutional principles of policing (for example, stops, detention, search and seizure, rights of arrestee) and racial bias	77%
State laws governing law enforcement transparency and confidentiality	76%
Use of force law, policy, and tactics	76%
Marin County Sheriff’s Office training, policies, and procedures (for example, use of force, interacting with individuals navigating mental illness and those under the influence of or experiencing addiction to drugs and/or alcohol, investigation and review of deaths in jails and deputy-involved shootings, etc.)	76%
Jail tours and ride-alongs with law enforcement	70%
Ethics	70%
Criminal justice process (arrest, booking, arraignment, bail, etc.)	69%
Confidentiality	68%
Constitutional conditions of confinement in American jails and prisons	62%
Trauma and trauma-informed jail programming and policing	57%

General Reflections on the Necessity of Civilian Oversight of MCSO

Many respondents weighed in on the necessity of a Civilian Police Oversight Entity more broadly. Some **expressed support for the creation of a civilian police oversight entity**, citing among reasons “underrepresented” communities’ “lack of trust” in MCSO, as well as such an entity being within the purview of the voters of Marin County.

Of all Marin’s LE agencies, MCSO is the best. This is not to say that there are zero issues - but the department is the most trusted and has fewer “bad apples” than other departments. I would love to see them evolve into an even better LE agency - a model for other law enforcement agencies and the standard to which all Marin LE aspire to achieve. Oversight will facilitate this goal.

There is a clear lack of trust in the Marin County sheriff’s office in some underrepresented

communities and the citizens oversight board would be very helpful in addressing this issue. It is particularly important to note that the sheriff is serving a six-year term now and there has been no competition for the elected office for the last several years. An independent board is needed.

Our democratic system of government is set up with checks and balances. We the people are to hold the power. The Sheriff's Department should be no different. We need to have meaningful oversight (with teeth) and transparency. Being a sheriff is a difficult job where one encounters all types of people in all types of situations and holds a huge responsibility and power. We citizens entrust that to you but we are also your "bosses" and we need to see what is being done and we need to ensure that people are being treated fairly and respectfully.

By contrast, some respondents felt strongly that **civilian oversight was not needed**. Some respondents believed oversight was tied to political vendettas from the "left" or should be resolved through alternative, existing channels.

I do not agree that a civilian oversight structure is needed. If one is required by law, they should not be paid. The members should be fair minded and without an "axe to grind."

Civilian oversight committees are a general distraction to law enforcement, they are not qualified to evaluate law enforcement, and often times simply convolute an issue. They are unnecessary since the District Attorney's Office and The California Department of Justice have their own investigative body's that are far more qualified.

The agency does NOT need a civilian oversight board. Complaints should be either handled internally or if they rise to a determined level by an outside agency. Having civilians with zero idea or experience of how law enforcement actually works, and what law enforcement has to deal with is a terrible idea.

Others felt the Oversight Committee would be a **waste of taxpayer dollars**.

I believe MCSO handles itself professionally. I do not want my tax dollars wasted on the redundancy of an oversight committee. Internal Affairs handles internal investigations and complaints already. Let's spend money on supporting police efforts to stop crime, investigate crime and keep our community safe. Oversight will make MCSO spend limited funds on a process which is absolutely not needed, taking their precious limited resources away from the real problem, arresting criminals!

This oversight body sounds like an expensive boondoggle. I would recommend against more bureaucracy. I like the idea of community policing initiatives, and that should be driven as a collaborative process between the police and high-risk /high-crime communities.

Concerns about Effects of Oversight on MCSO

One concern shared by those who supported and those who expressed skepticism was a **concern that civilian police oversight might reduce MCSO's efficacy.**

All of these initiatives sound helpful and reasonable, but please don't hamstring the Sheriff's Department! As a life-long resident of Marin, I have seen crime increase significantly, especially over the last 10 years. Never in my lifetime have I felt as uncomfortable as I do now. Until now, never have I even thought about the possibility of being the victim of a crime in Marin.

Fair balanced over site ok as long as it is not politically based and does not limit, interfere, or obstruct the role, effectiveness, legal professional duties of the Sheriff as Chief Administrator of that office.

I do not believe that civilian oversight is necessary. It will provide one more layer of bureaucracy that will impede the department's efficiency.

Survey Limitations

This study had several limitations. First, time constraints meant that survey data needed to be collected in relatively short order. A longer timeframe could have resulted in more people having their voice heard about the civilian oversight of MCSO. Despite this quick turnaround, the number of survey participants was fairly high.

Second, the budget precluded the possibility of obtaining a probability sample that would be representative of Marin County residents. The money, time, and people power needed to implement, for example, a random digit dial survey was beyond the scope of the resources allocated to collecting community feedback. The non-probability sample, however, did result in actionable feedback.

Third, the survey sample was largely older (85% over 40) and white (70%), suggesting recruitment efforts did not successfully reach populations most impacted by the issues a civilian oversight entity would seek to address. Additionally, the survey could only be completed in English, Spanish, Vietnamese or Traditional Chinese. This meant that those whose primary language was something else may not have been represented.

Appendix B: Marin County Community Canvassing Memo

TO: Community Oversight Working Group and Marin County Office of Equity
FROM: Cesar Lagleva, Community Oversight Working Group Member
DATE: Thursday, January 30, 2023
RE: Results of Respondents' Answer to Focus Group Questions During Community Canvassing

Sheriff Oversight Committee Notes: 1/24/23

Location: Marin City—Marin City public housing project

Number of Participants: 7

Question 1: Are you aware that there is a process for filing complaints against members of the Marin County Sheriff's Office? If so, how did you become aware of it?

6 participants reported that they think there's a process for filing complaints while 1 participant did not know.

Sample quote(s) from participants:

- *"I've been knowing but they don't do shit and never done shit to fix problems so why try."*
- *"We all know there's a process for filing complaints but what good is it if they don't do anything about the complaints."*

Question 2: Have you filed a complaint against a member of the Sheriffs' Office? If yes, what was your experience with the complaint process? If no, have you wanted and did not? Why not?

6 participants reported not having filed a complaint against the Sheriffs while 1 participant filed a complaint.

Sample quote(s) from participants:

- *"Filing a complaint against any Sheriff in Marin City puts me at risk to get retaliated against."*
- *"Hell nah. Filing complaints don't do shit and makes my life and situation more difficult to what already is."*
- *"Don't wanna get fucked with, by them if I file a complaint so I'm good."*
- *"I don't trust the Sheriff so why even try."*
- *"The only time that I complained about a Sheriff to another Sheriff because the Sheriff that I complained to was a friend who I've known since we were kids. His name is [REDACTED] and he was cool with me and some others in the neighborhood. When I complained to him about another Sheriff in front of his partner, Sheriff Collins, Collins realized that we were friends and went way back. The next day after I made this complaint, [REDACTED] was gone, re-assigned to another place, not in Marin City. My complaint went nowhere. You see, some of these Sheriffs,*

when they see that you have a positive relationship with them, someone else gonna make sure that that Sheriff is removed from patrolling our community. That's how they do us. Instead, they replace them with trainees to be sure that the 'us vs them' bullshit continues because all they do around here is constantly harass and fuck with us constantly."

Question 3: What are the ultimate goals/outcomes you would like civilian oversight to have in your community?

Sample quote(s) from participants:

- *"They need to be held accountable. Yeah, I wanna see an Inspector General on top of that because I don't think that just having residents gonna work."*
- *"Hopefully, an oversight would get the Sheriff's officers to stop harassing folks in our community which is constant. I consistently get pulled over by the Sheriff for doing nothing and always asking the same questions, 'what are you doing and where are you going?'"*

Question 4: Who do you think should serve on an oversight committee?

Sample quote(s) from participants:

- *"Residents of our community would be cool but I ain't gonna be one of them because I don't think it would work because nobody trusts the Sheriff down here."*
- *"I would consider joining but only if they have an Inspector General."*

Question 5: If there was a civilian oversight entity, would you participate? People like you? Would you feel comfortable filing a complaint?

Sample quote(s) from participants:

- *"I would consider it if I knew it would work. But if it ain't got an Inspector General then no, cause I already know that it's rigged and nothing gonna change."*
- *"I don't know yet. I have to think about this one."*
- *"No, I don't have time for all that. They (Sheriffs) just need to stop harassing folks and leave us alone. Shit been goin' on forever, all my life and I'm from here since I was born."*

Additional Comments:

None

Sheriff Oversight Committee Notes: 1/25/23

Location: Novato—Downtown area homeless encampment

Number of Participants: 8

Question 1: Are you aware that there is a process for filing complaints against members of the Marin County Sheriff's Office? If so, how did you become aware of it?

7 participants were aware that there is a process for filing complaints. 1 participant was not aware that there is a process for filing complaints.

Sample quote(s) from participants:

- "I didn't know that there was a process for filing complaints."

Question 2: Have you filed a complaint against a member of the Sheriffs' Office? If yes, what was your experience with the complaint process? If no, have you wanted and did not? Why not?

All 8 participants reported that they have never filed a complaint.

Sample quote(s) from participants:

- "I would be scared to file a complaint because I may get retaliated against."
- "The one who we're encouraging to file a complaint is this homeless kid. They harass him because he's an LGBT."

Question 3: What are the ultimate goals/outcomes you would like civilian oversight to have in your community?

- *The community members hope that the outcomes from the committee will lead to better training of the Sheriff on how to handle homeless and LGBTQ+ individuals.*
- *They also mentioned that they would like the Sheriff to be a reliable ally that is there to protect and serve them, and to not harass or intimidate them.*

Question 4: Who do you think should serve on an oversight committee?

- *Many of the community members mentioned having someone who is knowledgeable of the struggles that the homeless population in Novato has to endure.*
- *They also suggested having someone who had experienced homelessness in the past.*

Question 5: If there was a civilian oversight entity, would you participate? People like you? Would you feel comfortable filing a complaint?

Most of the participants said they would like to participate, especially someone who had experienced homelessness and is familiar with that community. Some did not respond to this question.

The participants said that they would all feel comfortable filing a complaint.

Additional Comments:

None

Sheriff Oversight Committee Notes: 1/26/23

Location: San Rafael—Pickleweed Park and Laundromat in the Canal neighborhood

Number of Participants: 16

Question 1: Are you aware that there is a process for filing complaints against members of the Marin County Sheriff's Office? If so, how did you become aware of it?

Out of 16 people asked this 15 people said they didn't know there was a system or know the system to report a sheriff officer.

Sample quote(s) from participants:

- *"I know how to file a complaint at the Sheriff's office but - "*

Question 2: Have you filed a complaint against a member of the Sheriffs' Office? If yes, what was your experience with the complaint process? If no, have you wanted and did not? Why not?

All 16 people said they have not filed any complaints nor do they know where to go to file and how to file.

All 16 participants would be afraid to file complaints because of their immigration status and fear of getting retaliated, therefore, they stay silent and take the abuse.

Sample quote(s) from participants:

- *"Fuck the Sheriffs"*
- *"No trust in Sheriffs"*

Question 3: What are the ultimate goals/outcomes you would like civilian oversight to have in your community?

Sample quote(s) from participants:

- *"Power to file the complaints without people trying to stop it or ignoring it"*
- *"Protection from the sheriffs from retaliation"*
- *"This needs to be taken seriously."*

Question 4: Who do you think should serve on an oversight committee?

Sample quote(s) from participants:

- *"Community members"*
- *"People who went through the abuse or harassment by the sheriffs"*

- *“Colored people (brown people, black people) because it is the colored people who are getting harassed by the sheriffs.”*
- *“Protect the homeless also. We see a lot of Latinos who are homeless but can’t speak up because they are too afraid.”*

Question 5: If there was a civilian oversight entity, would you participate? People like you? Would you feel comfortable filing a complaint?

All 16 participants reported that they would participate in serving.

All 16 participants reported that they would feel more comfortable filing complaints if civilian oversight is established.

Sample quote(s) from participants:

- *“I would for sure feel a lot better filing a complaint because I will have my community standing behind me and of people like me.”*
- *“Yes, I will feel not just better but more confident knowing that people from our community are serving in that capacity and they can show us how to file the complaint correctly.”*
- *“Include people who used to be homeless also because they need protection too.”*

Additional Comments:

“Tell government people to speak directly to us and get to know us better, not send volunteers like you to talk to us. We know many of them are scared to meet us because they think we are criminals because we are poor. But they get paid a lot of money to do nothing for us. We are not stupid people so we know what’s going on.”

Appendix C: Marin County Focus Group Memo

TO: AB1185 Community Outreach Working Group Members

FROM: Cameron McElhiney, Executive Director
National Association for Civilian Oversight of Law Enforcement

DATE: February 15, 2023

RE: Findings Summary for Focus Groups Conducted on Behalf of the AB1185 Community Outreach Working Group

Background

In June 2022 the Marin County Civil Grand Jury released a report, *Sheriff Oversight: The Time is Now* stating that “to significantly improve accountability of the Sheriff’s Office, the Marin County Board of Supervisors (BOS), pursuant to AB 1185, should create a citizens oversight board which would establish county oversight of the Sheriff’s Office; provide a forum for voicing all county residents’ concerns about the Sheriff’s Office; and build trust between the Sheriff’s Office and the communities it serves.” The report preceded the adoption of [California Government Code § 25303.7](#), commonly referred to as [Assembly Bill 1185](#) (AB 1185, 2020). As a result, the County of Marin and the Board of Supervisors made a commitment to establish an independent community oversight structure for the Marin County Sheriff’s Office (MCSO), with the goal of cultivating trust, transparency and accountability. To carry this out, a community engagement process was initiated to gather meaningful community input on the framework, structure, and authority for such an oversight mechanism. As a result, in September 2022, 15 individuals were invited to join the Community Outreach Working Group (COWG). The commitment of these individuals was to promote community engagement among constituents, conduct outreach to all interested parties, and research effective practices of civilian oversight of law enforcement. As part of its efforts, the COWG worked with the County and the National Association of Civilian Oversight of Law Enforcement (NACOLE) to develop nine (9) focus groups. The resulting sessions were seen as a way to ensure those communities most affected by policing practices were heard from and were able to provide input into the overall process carried out by the COWG.

Methods

The methods and questions for the focus groups were developed by NACOLE in collaboration with the Focus Group Subcommittee of the COWG. Five focus groups were conducted in person at locations within Marin County with the assistance of various community partners including Marin County Probation Services, Canal Alliance, and the Marin City Teen Center. Four focus groups were conducted virtually to provide opportunities for those not able to make an in-person event. Community partners allowed for a diverse group of participants and included Dominican University, College of Marin, College of Marin UMOJA, Multicultural Center of Marin, and Youth Transforming Justice. Focus groups explored questions related to perceptions of and trust in the MCSO. Areas explored included their knowledge of existing complaint processes, the composition and duties of a civilian

oversight committee, and their thoughts about the inclusion of an inspector general in the oversight mechanism.

Limitations

The focus groups had several limitations. First, in the course of the focus group discussions it became apparent that participants had little to no existing knowledge of civilian oversight of law enforcement. This often created the necessity for facilitators to explain terminology and concepts. In addition, not everyone in the groups had previous interactions with MCSO. Lastly, particularly in the virtual sessions, it appeared that many were participating solely to receive the gift card provided. During virtual sessions, approximately 50% of the attendees spoke or turned on their cameras.

Despite these limitations, we did receive feedback from members of the community who we would have not otherwise heard from. It can also be assumed that this exercise will provide a valuable roadmap for future community outreach efforts conducted by the oversight mechanism eventually put in place.

Focus Group Responses

The following represent some of the responses received throughout the time that the focus groups spent together. As mentioned previously, each group explored the same set of questions and a sampling of their responses follow.

Experience and Perceptions of the Marin County Sheriff's Office

While there were some participants who chose not to share their perceptions or experiences with the Sheriff's Office, the overwhelming majority of participants let us know of both their positive and negative interactions with and perceptions of the Marin County Sheriff's Office.

- Have had more experience with police than Sheriff.
- I haven't had any interactions with the Sheriff's Office.
- The office is not easily accessible.
- I am fearful what would happen if I was stopped so I drive slow in the county.
- It has been a good experience, no problems so far.
- Felt they were professional and look forward to working with them.
- Experience was that there are cultural misunderstandings between the sheriff's deputies and the community.
- Their coordination with ICE is unacceptable.
- Black and brown people are stopped more.
- Although I do not have any problems with the Sheriff's Office, I think others in the community do.
- They treat the blacks differently and it's an issue that should be addressed if possible.
- Have been able to speak with the Sheriff and Undersheriff – willing to speak with people.

- I haven't had any direct interaction but my perception from hearing from others is that the department has been biased in the past. When I look at the demographics of the county and the demographics of who is contacted by the department, it is not equal.
- No contacts were positive, and most were intimidating at best, terrifying at worst and incredibly frustrating for the lack of communication and language accommodation.
- Participants have witnessed them punching, Tasing and hurting people during arrests.
- There is a lack of language accommodation and/or bilingual deputies or staff in the Sheriff's Department and no documents or forms translated or accessible for services which is against state law.
- My son (of color) had a knife pulled on him by a white person, and I felt it was handled very well and they wanted to get the suspect into the restorative justice program and I thought that was very good.
- A lot of residents feel their cities have been over-policed. They feel like it is being used as a training ground.
- When MCSO is at events to build community, they stand around in full uniform in groups and it looks more like they are there to keep order than to build community.
- There is no continuity of care between the MCSO and additional services.
- Deputies initiate contacts for small violations, primarily traffic stops, and are never present for major violent incidents and claim to be understaffed when needed.
- The Sheriff's office lacks racial diversity.
- There are deployment problems: Specifically, there are too many deputies in the community at night and not enough during the day, which is logistically problematic and doesn't allow for development of relationships with youth who are out and about during the day.
- Deputies do not seem to be trained in policing trauma-impacted communities.
- Deputies are cycled out of neighborhoods so frequently that they are unable to create relationships.
- One Black attendee from a primarily white neighborhood related that he was profiled and unnecessarily contacted at his own home.
- Background investigations and vetting should be enhanced to reveal any history of racism, including deeper psychological examinations.
- Deputies should be educated about Black culture and should be required to perform some community service before being assigned to Black communities.
- Improve and lengthen training requirements for deputies.
- The things he said was personal and disrespectful ("You Mexicans are making our streets dirty").
- They give passes to white kids for doing the same shit we do.

Information Regarding the Current Complaint Process

Overwhelmingly, participants were not aware that there was a complaint process. Some indicated that they might have wanted to file a complaint within the last several years if they had known there was a

process and if they felt comfortable at the time. Regardless of their knowledge of the current process or if they had previously filed a complaint, the following information was shared by participants:

- I am a social worker, so I encounter people who have feelings or experiences and support them along the way if needed. It's important to let them know that there is a process and to be supportive.
- I have gone to meetings with the sheriff and the BOS in regard to the Truth Act which calls for an annual meeting, and that's how I know of the process.
- There is no punishment, and the deputies just get worse as a result.
- Historically, nothing is done, so it seems that nobody cares, and we must fix things ourselves.
- Complaint filings are discounted and are not forwarded for appropriate handling.
- Requests for body-worn camera video are disregarded and dismissed.
- They never received any follow up at all on a complaint and they received no correspondence.
- One complainant filed a complaint while in jail. It was not escalated and a response was never received.
- My mom made a complaint. No one ever called her to follow up or even say they got the complaint, so it felt useless. I would still make a complaint in the future so it would be on their record.
- I did not know there was a process. I have not had a reason to complain, but even if I did it would have to be something very serious. [After this comment was made, the group seemed to be in agreement that they said they would not want to "waste anyone's time" by making a complaint for something "small" because officials are busy and they didn't want to be a "bother."]

Most Important Powers/Duties of an Established Community Oversight Structure Would Include:

- Ability to file complaints by phone or video call.
- Education on oversight and Sheriff practices.
- Community outreach by the civilians.
- Better community relations and transparency.
- Hold the sheriff's office accountable when complaints are made and found to have merit.
- Reduce the disproportionate incarceration rate of communities of color.
- Subpoena power and independent community contact.
- If someone is harmed by the department, there should be follow up with resources like financial counseling, mental health support, and relocation help.
- The oversight agency must be separate from all groups in order to garner trust by being unbiased.
- Those incarcerated should have a safe and anonymous way to make complaints in a way that can minimize the threat of retaliation.

- Independence to create reviews, investigate excessive force cases and public complaints of police misconduct.
- An independent review process and subpoena power through the Inspector General.
- There needs to be meetings with the public.
- There needs to be clarity of what the objectives are and the metrics for measuring those objectives.
- People who know and understand the issues unique to the Latino community should be part of the process and part of the new office. There is a big need for them to regularly reach out to our community and our community to be part of the new structure.
- Sheriff's office should investigate themselves.
- Sheriff's office should not be in charge of their own investigations.
- Subpoena power and sufficient independence to conduct quality investigations.
- They should have policy input.
- Should have a role in dictating training and monitoring adherence to those training requirements.
- Oversight of officer hiring, vetting, and training.
- Oversight of wellness programs for deputies.
- Should have ability to examine systemic issues and conduct audits.
- Should have direct access to deputies' information to conduct effective investigations and audits.

Ultimate Goals You Would Like Civilian Oversight to Have in Your Community

- Fairness, accountability, and transparency
- A system that is not corrupt
- More trust in the sheriff and trust in the process whether you are black, white, or brown
- Improved accessibility
- Awareness programs
- Meeting once a month, perhaps twice a month with compensation for their time
- Meetings that are open to the entire public
- A positive shift in regard to the sheriff
- Folks from communities where the sheriff interacts with people must reporting – in both qualitative and quantitative – an improved sense of feeling protected by the MCSO

Who Do You Think Should Serve on an Oversight Commission?

- People of different races
- Language can be a barrier
- A non-American

- People who want to improve the community
- Experienced people
- People with intellectual disabilities
- People who are willing to serve and improve the community
- I would love to see people who are candid and hospitable
- Must include people that look like us (Black people)
- Should be diverse and representative of the entire county.
- They must be experienced and understand the mode of operation in the sheriff office
- Not current or former law enforcement
- Community representing community
- A diverse board that doesn't have any political allegiances to the BOS.
- Human Rights Commission could appoint
- Former law enforcement should be included
- People who run programs that address injustices in the community
- A high school student

Additional Feedback

- The lack of anonymity [in a virtual meeting] is frightful. I can't imagine with someone from a vulnerable community who has had run-ins with the sheriff's office feels right now.
- No response to my submitted request.
- I think this process is ok, having an outside facilitator/NACOLE person instead of a Marin County employee made me more confident to participate.
- When do you anticipate a committee being in place?
- Are the names of the committee members who are designing the process available?
- The publicity of the survey, the focus groups, etc. was abysmal.
- Can the Sheriff's department contribute to the financing of the board?
- In order to diversify boards, you need to offer compensation otherwise you get a group of retired people who have time on their hands.
- I hope it is not called a committee because that sounds like a committee of the Board of Supervisors (as opposed to its own organization)
- Communications and language issues prohibit many people in our community from navigating public safety systems and services. The deputies could not treat us the way they do if we understood our rights and the way the courts and justice system work. There is also a strong perception that deputies from the Sheriff's department are capable of hurting or killing people and they are not to be called or asked for help at any time.
- It feels safer filing a complaint with civilian oversight rather than Sheriff's office.
- There is a need to keep the community informed this process is happening (community outreach).
- Little confidence in the efficacy of an oversight board.

- Deputies must be part of the conversation about making change and deputies should also be made to feel safe.
- Deputies need to care about the communities they serve, take responsibility, and see community as brothers and sisters.
- “We are disconnected from each other, which is a pervasive sickness.”
- “We’ve been attending meetings like this for years and nothing changes.”