Independent Office of Law Enforcement Review and Outreach (IOLERO)
COMMUNITY ADVISORY COUNCIL (CAC)
Public Meeting Agenda
December 10, 2025, 6:00pm.
Finley Community Center
2060 W. College Avenue
Manzanita Room
Santa Rosa, CA. 95401

ADVISORY NOTICE
The meetings will be held as an in-person/online hybrid format.

MEMBERS OF THE PUBLIC MAY ATTEND THIS MEETING IN PERSON AT THE ADDRESS ABOVE, OR MAY JOIN THE MEETING VIRTUALLY THROUGH ZOOM.

Members of the Community Advisors Council will attend the meeting in person, except that they may attend virtually via ZOOM, to the extent allowable by the Brown Act for good cause pursuant to AB-2449.

Join the meeting via the Zoom application on your computer, tablet or smartphone:
Go to:
https://sonomacounty.zoom.us/j/87460896554?pwd=QmI9M0aeBhUaaFO9caLwHZLqEzeTq0.1

Please be advised that those participating in the meeting remotely via Zoom do so at their own risk. The CAC's public meetings will not be canceled if any technical problems occur during the meeting.

Call-in and listen to the meeting:

By telephone: Dial 1-669-900-9128
Webinar ID: 874 6089 6554
Passcode: (IOLERO) 465376

1. Spanish interpretation will be provided via zoom and in-person. Any additional language services could be available at all regular and special CAC meetings if made at least 48 hours in advance of the meeting to help ensure availability. For more information or to request services: contact (707) 565-1477. If you need an accommodation, an alternative format, or required another person to assist you while attending this meeting, please contact the CAC Community Engagement Manager at (707) 565-1477 or by email cac@sonomacounty.gov within 72 hours of the meeting to ensure arrangements for accommodation. Spanish interpretation will be provided within the Zoom application; you must use version 5.9.0 or later. We will make every effort to accommodate you.

2. **Interpretación al español se proveerá vía la aplicación de zoom y en persona.** Cualquier otro idioma/lenguaje podría ser disponible en todas las reuniones regulares y especiales del CAC si el pedido es 48 horas antes de la reunión para garantizar disponibilidad. Para más

información o para pedir servicios: llame al (707) 565-1477. Si necesita una adaptación, un formato alternativo o requiere que otra persona le ayude mientras asiste a esta reunión, por favor contacte ala Gerente de Compromiso Comunitario del CAC al 707-565-1477 o notifíquenos por correo electrónico cac@sonomacounty.gov en un plazo de 72 horas de la reunión para garantizar los arreglos para la adaptación. Para traducción en español, se tiene que usar la versión de Zoom 5.9.0 o una versión más adelantada. Haremos el esfuerzo posible por proporcionar la adaptación.

Public Comment at Community Advisory Council Meetings

Members of the public are free to address the CAC. Public comments:

- Should fall under the subject matter jurisdiction of the CAC (as noted in the founding documents).
- Are time limited. Time limits are at the discretion of the Chair and may be adjusted to accommodate all speakers.

In addition to oral public comment at the meetings, the community is invited to communicate with IOLERO staff and CAC members through email. Members of the public who would like to make statements that may exceed the time limits for public comment, suggest topics to be placed on future agendas, or suggest questions to be raised and discussed by CAC members or staff, may send an email addressing these matters to cac@sonomacounty.gov

CAC members may not deliberate or take action on items not on the agenda and may only listen and respond briefly in limited circumstances. Should CAC members wish to deliberate on an issue raised during public comment, that issue may be placed on a future agenda of the CAC for discussion and possible action. Materials related to an item on this Agenda submitted to the CAC after distribution of the agenda packet are available for public inspection in the IOLERO office at the above address during normal business hours or via email.

Purpose. An IOLERO community advisory council is hereby established to increase visibility for the public into the delivery by the sheriff-coroner of policing and corrections services, to provide community participation in the review and establishment of sheriff-coroner policies, procedures, practices, training, and initiatives, and to engage the public to better understand the role of IOLERO and of the sheriff-coroner.

Agenda

1. **CALL TO ORDER, ROLL CALL**

2. **APPROVAL OF OCTOBER 22, 2025 SPECIAL MEETING AND NOVEMBER 12, 2025 MEETING MINUTES**

3. **CURRENT MEMBER ATTENDANCE, OPENINGS AND APPOINTMENTS**
   Chair will report on current CAC member attendance record and report on current openings and appointments. If you are interested in applying for the current vacancies, please visit: https://sonomacounty.ca.gov/boardsandcommissions

A. Current Vacancies:

- District 2

4. ORAL REPORTS AND COMMENTS

Oral reports and/or comments to be provided. No action will be taken on these items.

a. Sheriff's Liaison Report
b. IOLERO Director's Report
c. CAC Public Correspondence Report

5. BUSINESS ITEMS:

a. Reorganization of CAC Officers

1. Selection of Chair

2. Selection of Vice Chair

b. Discussion and Possible Action on Draft Ad Hoc Committee Toolkit

c. Discussion on the Proposed Strategic Planning Workshop Agenda/Activities Scheduled for Saturday January 10, 2026

6. PRESENTATIONS: None

7. CAC COMMITTEE REPORTS

Ad Hoc Committee Chairs to provide oral reports and/or updates on the work being conducted. No action will be taken on these items.

A. Community Engagement

B. Community Engagement about ICE

8. OPEN TIME FOR PUBLIC COMMENT

This section is intended for non-action items from this agenda and for items not appearing on the agenda that are within the subject matter jurisdiction of the CAC. Please state your name and who you represent, if applicable. Comments will be limited at the discretion of the chairs based on number of comments and other factors.

9. **REQUESTS FOR FUTURE AGENDA ITEMS**

10. **CAC ANNOUNCEMENTS**
Councilmembers may provide oral announcements on things related to CAC business.

11. **DISCUSSION OF POSSIBLE TOPICS TO PUBLICIZE**
The CAC will discuss possible topics of interest to publicize in order to better communicate with the public about the activities of the CAC. The CAC may take action to create such material or provide directions to staff to do so.

12. **ADJOURNMENT**
The regular meeting of the CAC scheduled for January 14, 2026, will be cancelled in lieu of the Strategic Planning Workshop to be held on Saturday, January 10, 2026, from 10:00AM to 2:00PM in person only, at the following location:

Location:
Rohnert Park Community Center
5401 Snyder Lane
Meeting Room #2
Rohnert Park, CA. 94928

The next regular meeting of the Community Advisory Council will be Wednesday, February 11, 2026. The in-person/hybrid meeting will be at the following location:

Location:
Finley Community Center
2060 W. College Avenue
Manzanita Room
Santa Rosa, CA. 95401

Commitment to Civil Engagement

All are encouraged to engage in respectful, non-disruptive communication that supports freedom of speech and values diversity of opinion. We, the members of the CAC, have adopted a list of norms referred to as our “Designed Team Alliance”, which describes the way we want to show-up and be in community while modeling collaborative behavior. We request that CAC members, staff, and the public follow the CAC’s agreed upon norms, which are:

- Be tough on the topic not on people
- Respect all participants in the meeting
- Respect others’ perspective, even when you disagree
- Respect each other’s time
- Stay within the meeting’s time and content parameters

- Practice active listening
- Listen with an open mind to all information, including dissenting points of view
- Speak to others as you would like to be spoken to
- Allow others to speak without comment or intrusive sounds
- Honor freedom of speech
- Call each other “in”

CAC Member Attendance Tracker

	Present							Absent			
Member Name	**Jones, Casey**	**Jurs, Robin**	**Barrera, Lorena**	**Azevedo, John**	**Martinez De Montano, Imelda**	**Pemberton, Nancy**	**Vacant**	**Solomon, Nathan**	**Ward, Trevor**	**Botello, Alberto**	**Miller, Michael**
District	2nd	1st	3rd	4th	5th	5th	2nd	1st	3rd	At-Large	4th
Appointment Date	8/1/2023	5/23/2023	5/11/2025	6/10/2024	4/30/2024	11/16/2021		6/8/2021	10/24/2023	2/20/2025	6/3/2025
Term ending Date	8/1/2027	5/23/2027	5/11/2027	6/10/2026	4/30/2026	11/16/2027		6/8/2027	10/24/2027	2/20/2027	6/3/2027
Meeting Date											
June 2023		Present	Present			Present	N/A	Present			
July 2023											
Aug 2023	Present	Present	Absent	Present		Present	N/A	Absent			
Sept 2023	Present	Present	Present	Present		Absent	N/A	Present			
Oct 2023	Present	Present/zoom	Present	Present		Present	N/A	Present			
Nov 2023	Present/late	Present	Present	Present		Present	N/A	Absent	Present		
Dec 2023											
January 2024	Present	Present/Late	Present	N/A	N/A	Present	N/A	Absent	Present		
February 2024	Present	Present	Present	N/A	N/A	Present	N/A	Absent	Present		
March 2024	Canceled	Canceled	Canceled	Canceled	Canceled	Canceled	Canceled	Canceled	Canceled		
April 2024	Absent	Present	Present	N/A	N/A	Absent	N/A	Absent	Present		
May 2024	Truth Act										
June 2024	Present	Present	Present	N/A	Absent	Absent	N/A	Present	Absent		
July 2024	Canceled	Canceled	Canceled	N/A	N/A	Canceled	N/A	Canceled	Canceled		
August 2024	Present	Present /zoom	Present	Present	Present	Present	N/A	Present	Present		
September 2024	Absent	Present	Present	Present	Present	Present	N/A	Present	Present		
October 2024	Present	Present	Present	Present	Present	Absent	N/A	Present	Absent		
November 2024	Present	Present	Absent	Present	Present	Peresent	N/A	Present	Absent		
December 2024	Absent	Present	Present	Present	Present	Present	N/A	Present	Absent		
January 2025	Present	Present	Present	Present	Present	Present	N/A	Present	Present		
February 2025	Present	Present	Present	Present	Present	Present	N/A	Present	Absent	Present	
March 2025	Present	Present	Present	Present	Present	Present	N/A	Present	Present	Present	
April 2025	Absent	Present	Absent	Present	Present	Present	N/A	Present	Absent	Present	
May 2025	Present	Present	Absent	Present	Present	Present	N/A	Absent	Present	Absent	
June 2025	Present	Present	Present	Present	Present	Present	N/A	Present	Absent	Present	Present
July 2025	Canceled	Canceled	Canceled	Canceled	Canceled	Canceled	N/A	Canceled	Canceled	Canceled	Canceled
August 2025	Present	Present	Present (zoom)	Preseent	Absent	Present	N/A	Absent	Absent	Present	Absent
September 2025	Absent	Present	Present	Present	Present	Present	N/A	Present	Present	Absent	Absent
October 2025	Present	Present	Present	Present	Present	Present		Present	Present	Present	Present
November 2025	Present	Present	Present	Present	Present	Present		Present	Present	Present	Present

Community Advisory Council Special Meeting Minutes
Independent Office of Law Enforcement Review and Outreach
October 22, 2025

Members of the public and CAC members attended this meeting in person only. October 22, 2025, Community Advisory Council meeting was held in person only.

PRESENT

Council Members:	Nancy Pemberton, Lorena Barrera, Nate Solomon, Trevor Ward, Michael Miller, Alberto Botello
IOLERO Staff:	John Alden, IOLERO Director, Lizett Camacho, IOLERO Community Engagement Manager, Michael Soto, IOLERO Chief Deputy Auditor
Members of the Public:	11 members of the public attended in person.
Sheriff's Office:	Sheriff's Liaison, Lt. Brent Kidder
Absent:	Casey Jones, Imelda Martinez De Montano, Robin Jurs, John Azevedo

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Call to Order

The meeting was called to order at 6:00p.m.

1. **BUSINESS ITEM**

   a. Discussion and Possible Action on Proposed Response to the Sonoma Deputy Sheriff's Association's (DSA) 2024 Harassment Claim Against IOLERO

Chair Barrera opened the public comment period. A comment was received by a CAC member.

Chair Barrera closed the public comment period and called for a motion.

MOTION: to approve the Proposed Response to the Sonoma Deputy Sheriff's Association's (DSA) 2024 Harassment Claim Against IOLERO as presented: Councilmember Miller
2nd: Councilmember Solomon
VOTE:
Ayes: Solomon, Pemberton, Barrera, Ward, Miller, Botello
Abstain: none
Absent: Martinez De Montano, Jones, Azevedo, Jurs

Motion carries.

2. ADJOURNMENT

The meeting ended at 6:17pm.

The next regular meeting of the Community Advisory Council will be held on Wednesday November 12, 2025, at 6:00pm.

Location:

Finley Community Center
Manzanita Room
2060 W. College Avenue
Santa Rosa, CA. 95401

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Community Advisory Council Meeting Minutes
Independent Office of Law Enforcement Review and Outreach
November 12, 2025

Members of the public and CAC members attended this meeting in person/online hybrid format. November 12, 2025, Community Advisory Council meeting was held hybrid in person and via zoom.

PRESENT

Council Members:	John Azevedo, Nancy Pemberton, Robin Jurs, Lorena Barrera, Nate Solomon, Trevor Ward, Imelda Martinez De Montano, Michael Miller, Alberto Botello, Casey Jones
IOLERO Staff:	John Alden, IOLERO Director, Lizett Camacho, Community Engagement Manager
Members of the Public:	9 members of the public attended via zoom. 2 members attended in person.
Sheriff's Office:	Sheriff Eddie Engram, Sheriff's Liaison, Lt. Brent Kidder
Absent:	None

DRAFT

Call to Order

The meeting was called to order at 6:00p.m.

1. WELCOME AND ROLL CALL

The meeting was facilitated by CAC Chair Barrera.
Council members introduced themselves to the public.

2. GUEST SPEAKER

Sonoma County Sheriff Eddie Engram to speak on the Censuring Resolution adopted by the CAC on October 8, 2025, regular meeting.

Sheriff Eddie Engram addressed the CAC and responded to questions from CAC members.

Chair Barrera opened the public comment period for this item.

Several comments were received from members of the public.

Chair Barrera closed the public comment period and thanked Sheriff Engram for addressing the matter on the agenda.

The CAC recessed for a short break at 7:35PM.
The meeting was reconvened at 7:40PM.

Chair Barrera announced that due to the late hour, the following agenda items would be continued to the next CAC meeting on December 12, 2025:
Items: 6, 7, 8, 9, 12 and 14.

3. APPROVAL OF OCTOBER 8, 2025 MEETING MINUTES

Chair Barrera opened the public comment period.

No comments were received from members of the public.

Chair Barrera closed the public comment period and called for a motion.

A. MOTION to approve the meeting minutes: Councilmember Solomon
2nd: Councilmember Jurs
VOTE:
Ayes: Jurs, Azevedo, Pemberton, Barrera, Ward, Martinez De Montano, Solomon, Miller, Botello, Jones
Abstain: none
Absent: none

Motion carries.

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4. CURRENT MEMBER ATTENDANCE, OPENINGS AND APPOINTMENTS

Chair Barrera thanked CAC members for their outstanding attendance and participation at the meeting. Chair Barrera also reported on current openings and appointments. Anyone interested in applying for the current vacancies, please visit:
https://sonomacounty.ca.gov/boardsandcommissions

A. We continue to have the following vacancies:

- District 2

5. ORAL REPORTS AND COMMENTS

a. Sheriff's Liaison Report

Lt. Kidder reported on several community events where the Sheriff and/or staff attended. Lt. Kidder met with the Ad Hoc Committee on Community Engagement regarding ICE; deferring details to their report. Lt Kidder confirmed previous question regarding an ICE warrant type: It was a judicial warrant. It had been reported that the website project was on hold due to budget limitations. Recently learned the project is now moving forward. Two additional vendors are being interviewed this week; they will narrow to top three and then select one. No confirmed timeline or completion date yet, but progress is active and intended to improve user experience.

Lt Kidder reported the following Immigration and Customs Enforcement (ICE) statistics:

SCSO, ICE Statistics	May	June	July	August	September	October
Requests for Notifications	37	50	57	51	59	54
Requests for Information	16	13	8	6	11	24
Responses	3	6	4	4	8	7
Arrests	0	0	0	0	3	0

ICE requests for notifications are requests to be notified of the release date from Main Adult Detention Facility (MADF)/jail facility. In many instances, the individual for whom ICE seeks notification has already been released. Requests for information are requests about whether an individual is in custody.

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b. IOLERO Director's Report

Director Alden reported on the following topics:

Director Alden reported that IOLERO staff and some CAC members attended the NACOLE annual conference in Minneapolis since the last meeting. The annual report for IOLERO was presented to the Board of Supervisors on October 21, 2025. The full presentation is available on the Board of Supervisors website: BOS-IOLERO Annual Report Presentation

There was a request to send the following links to the CAC:

Board of Supervisors meeting recording featuring the IOLERO annual report
IOLERO annual report available on the IOLERO website
2024–2025 IOLERO annual report virtual presentation

c. CAC Public Correspondence Report
Correspondence was received and shared with the entire CAC.

Chair Barrera opened the public comment period for the Oral Reports.

Comments were received from members of the public.

Chair Barrera closed the public comment period.

6. BUSINESS ITEMS:

a. Discussion and Possible Action on Draft Ad Hoc Committee Toolkit

Item continued to the next CAC meeting on December 10, 2025.

7. PRESENTATIONS:

IOLERO Director John Alden to provide a brief presentation on the 2024-2025 Annual Report

Item continued to the next CAC meeting on December 10, 2025.

8. ADJOURNMENT FOR AD HOC COMMITTEE WORKING MEETINGS

The CAC will adjourn for a 30-minute recess for each ad hoc committee to conduct business. The public is free to stay and listen. As these are ad hoc working sessions, no official public comment period will be held. Access to these working sessions is not available on zoom.

Item continued to the next CAC meeting on December 10, 2025.

9. RECONVENED TO REGULAR MEETING

Item continued to the next CAC meeting on December 10, 2025.

10. CAC COMMITTEE REPORTS

A. Community Engagement: the ad hoc is working on putting together listening sessions. Hoping that happens sooner rather than later. Will have more to report at the next meeting.

B. Racial and Identity Profiling Act (RIPA): the ad hoc has completed the SMART goals established at the 2025 Strategic Planning Session. The ad hoc stated they will follow up with the Sheriff about the RIPA data collection policy, which the Sheriff indicated is in progress Due to the completion of the SMART goals, this ad hoc is now dissolved.

C. Policy Recommendations Review (Canine): the ad hoc has completed its SMART goals established at the 2025 Strategic Planning Session and is now dissolved.

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D. Community Engagement about ICE: ad hoc committee members met with Michelle, Yasmin and Lt. Kidder for a detailed discussion on ICE notifications processes. The Sheriff's office will provide copies of commonly used forms. During the meeting, they reviewed ICE-related statistics through September. The Sheriff's office staff clarified the flow if ICE requests and notifications, CAC members found this particularly helpful. It was discussed creating a flow chart to help CAC members distinguish between "notification requests" vs. "requests for information". Sheriff staff were open, transparent, and willing to answer questions; the meeting lasted about 1.5 hours. The ad hoc members drafted a flyer for community outreach, including resources and explanations of what the Sheriff does and does not do regarding ICE. The Sheriff's office requested only one change before distribution.

11. OPEN TIME FOR PUBLIC COMMENT

Chair Barrera opened the public comment period.

Comments were received from 1 member of the public.

Chair Barrera closed the public comment period.

12. REQUEST FOR FUTURE AGENDA ITEMS

Item continued to the next CAC meeting on December 10, 2025.

13. CAC ANNOUNCEMENTS

Councilmembers may provide oral announcements on things related to CAC business.

No announcements were shared.

14. DISCUSSION OF POSSIBLE TOPICS TO PUBLICIZE

Item continued to the next CAC meeting on December 10, 2025.

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15. ADJOURNMENT

The meeting was adjourned at 7:57pm.

The IOLERO 2024-2025 Annual Report Virtual Presentation will take place on Monday November 17, 2025, at 6:00pm.

The next regular meeting of the CAC is scheduled for Wednesday December 10, 2025, at 6:00pm and will be hybrid (via zoom and in person).

Location:
Finley Community Center
2060 W. College Avenue
Manzanita Room
Santa Rosa, CA. 95401

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Purpose of This Guide

This guide provides a clear, step-by-step process for CAC members either serving or preparing to serve on an Ad Hoc committee.

It's designed to build on the *Playbook* (the CAC's standard operating procedures) and ensure consistency across all Ad Hoc work, helping members understand what's expected at each stage: from formation to submitting recommendations to the Sheriff.

How This Guide Relates to the Playbook

The *CAC Playbook* offers comprehensive guidance on oversight tools, best practices, and the 'why' behind the work. This guide extracts and streamlines Ad Hoc information into an actionable roadmap.

Think of the *Playbook* as your foundation and this guide as your step-by-step instructions. When you need more context or deeper guidance, refer back to the *Playbook's* Ad Hoc section.

What is an Ad Hoc Committee?

An Ad Hoc committee is a temporary sub-group of CAC members constituting less than a quorum of the CAC (and possibly members of the public) who work together on a specific issue or focus area related to public safety and the Sonoma County Sheriff's Office. Ad Hocs form to address a particular topic and dissolve once their mandate is complete.

They are one of the CAC's primary tools for impact because they allow members to dive deeply into complex issues, conduct thorough research, engage with community members and stakeholders, and develop informed recommendations for the Sheriff's Office.

What makes a good Ad Hoc topic? For guidance on selecting strong topics that are impactful, public safety-specific, and within the CAC's scope, see the *Playbook's Ad Hoc* section.

Ad Hocs are primarily established at the annual CAC strategic planning session, when members identify important and relevant issues, community input is gathered, or emerging trends in law enforcement oversight are noted.

THE AD HOC PROCESS: STEP BY STEP

STEP 1: Proposing + Selecting your Ad Hoc topic

Ad Hoc topics are proposed and selected at the annual Strategic Planning Workshop. CAC members discuss potential issues, evaluate their relevance and feasibility, and vote to establish Ad Hocs for the coming year.

Key Actions:

Before the Workshop:

- Come prepared with topic ideas
- Consider what makes this topic relevant:
  - How is the community impacted?
  - How is the Sheriff's Office impacted?
  - How does this affect public safety?
  - Is this within the CAC's purview?
  - Ask: Is there value to the broader community in doing this work?

At the Annual Strategic Planning Workshop:

- Present your topic idea clearly: what's the issue, why does it matter, what would success look like?
- Participate in discussions and advocate for your topic
- Vote on which Ad Hocs to establish for the year
- Begin to consider the SMART goals for the Ad Hoc (goals need to be Specific, Measurable, Achievable within the year and with current resources, Relevant to the CAC's mission and mandate, and Time-bound (i.e., has a deadline). See the SMART GOALS Template

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STEP 2: Setting up your Ad Hoc

Once an Ad Hoc is approved, members volunteer to join, a Chair is identified, and the team begins organizing for the work ahead.

Key Actions:

- Volunteer or accept an assignment to an Ad Hoc.
- Select an Ad Hoc Chair (or volunteer to serve as Chair).
  - The Chair coordinates meetings, tracks progress, and serves as the primary contact with CAC leadership and SCSO.
- Leverage your support network early.
  - Ad Hocs shall include IOLERO staff and contractors at each Ad Hoc's meetings to better set priorities and hold ourselves accountable.

    - The contracted strategic advisor can provide project management expertise and strategic guidance to help your Ad Hoc stay focused and on track.
    - Request assistance from IOLERO staff as needed.
    - Consider inviting community members from outside the CAC to join your Ad Hoc committee to ensure diverse perspectives.
- Hold your first Ad Hoc meeting to:
    - Align on the mandate and scope.
    - Discuss availability and commitment level.
    - Set meeting cadence (at least monthly).
    - Divide initial responsibilities.
- Finalize the SMART Goals (Specific, Measurable, Achievable, Relevant, and Time-Bound) for the Ad Hoc and confirm with Chair/Vice Chair/Support resources.
- Develop SMART Goals (see SMART GOALS Template) to ensure clarity and accountability for your work.
- Create a roadmap that outlines the phases of work and divides initial responsibilities based on your roadmap and goals.

STEP 3: Doing the work

The Ad Hoc conducts research, engages the community and stakeholders, drafts recommendations, and works toward its stated goals.

Key Actions:

Contact the Sheriff's Office first to educate the Ad Hoc and develop a relationship with the Sheriff's Office around the subject matter early.

Use the *Playbook's* phases as your roadmap (see 'How to Execute an Ad Hoc' in the *Playbook* for full descriptions); this guide highlights only the essentials.

- Discovery & Learning: Start the research, clarify the issue, and define the scope.
- Planning & Design: Decide how you'll approach the work: what to study, who to engage, and what success looks like.
- Test & Refine: Pilot ideas, gather feedback, adjust recommendations.
- Finalize & Report: Synthesize findings and prepare your final recommendations for CAC review and discussion.

Community Engagement

- Seek community input early and throughout the process. Use listening sessions, surveys, or forums to gather perspectives; ask whose voices may be missing and how to include them.
- Incorporate community insights directly into your recommendations and communicate progress through CAC or IOLERO channels to maintain transparency and accountability.

Tracking Progress

- Hold regular Ad Hoc meetings to check in on milestones, update timelines, and report progress. Flag challenges early and seek support from leadership or staff as needed.
- Connect with your support resources early, especially the contracted strategic advisor, to access project management expertise and strategic guidance throughout your work.

Working with SCSO

- You may communicate with the SCSO CAC Liaison throughout your work; the liaison is expected to keep the Sheriff informed and serve as their point of contact. You are welcome to contact the Sheriff through the liaison for feedback or to explore potential collaboration.
- If awaiting SCSO feedback, allow up to 2 weeks for a response before finalizing recommendations.

⚠️ ***Critical Rule:*** *Never present or frame your work as a formal recommendation of the CAC until it has been approved by the full CAC.*

STEP 4: Finalizing Recommendations

The Ad Hoc prepares final recommendations for CAC review and approval.

Key Actions:

- Review all research, community input, and stakeholder feedback
- Draft clear, actionable recommendations
- Prepare supporting documentation
- Complete your Final Report (see Final Report Template)
- Review the report as an Ad Hoc team to ensure alignment
- Ask the CAC Chair and Vice Chair to add your recommendations to an upcoming CAC meeting agenda

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STEP 5: CAC APPROVAL PROCESS

Present recommendations to the full CAC for discussion, possible revision, and approval.

Key Actions:

- Be prepared to answer questions from CAC members and the public
- Explain the research process, community input received, and rationale for recommendations.
    - If the CAC requests changes, return to your Ad Hoc to make the revisions
    - Bring revised recommendations back to the CAC for reconsideration
    - Repeat as needed until the CAC approves

⚠️ ***Critical Rule:*** *Recommendations cannot be given directly to the Sheriff from the Ad Hoc. They* ***MUST BE APPROVED BY THE CAC*** *first.*

STEP 6: Submission to the Sheriff

Once the CAC approves the recommendations, CAC leadership formally submits them to the Sheriff's Office.

Key Actions:

- CAC Chair and Vice Chairs send the approved recommendations to the Sheriff via email.
- CAC leadership directs the Sheriff to contact the Ad Hoc Chair for questions or comments.
- Ad Hoc Chair serves as the primary point of contact for follow-up questions from SCSO.
- Ad Hoc Chair checks in with SCSO regarding their response.

What to Expect:

- SCSO may accept, decline, or propose modifications to recommendations
- SCSO may request additional information or clarification
- Response timelines may vary depending on the complexity of recommendations

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STEP 7: Follow-up + Closing out

The Ad Hoc tracks the Sheriff's response, determines whether additional work is needed, and either continues or dissolves.

Key Actions:

- Track SCSO's response and any implementation of recommendations
- Report back to the full CAC on outcomes
    - Determine next steps: If work is complete, dissolve the Ad Hoc
    - If ongoing monitoring is needed: Continue the Ad Hoc, transition to a standing CAC agenda item, or establish a follow-up mechanism
    - If SCSO declines recommendations: Discuss with CAC leadership whether further action is warranted

Closing Out:

- Work with support staff to archive all research, materials, and outputs, and update the Ad Hoc webpage to reflect the work and socialize the final report.

SMART GOAL TEMPLATE

Use this worksheet to define clear, actionable goals for your Ad Hoc. The questions below are intended to spark focus and reflection; add, change, or skip as needed for your work.

SPECIFIC

Clarify what you hope to accomplish and what you'll need to do to get there.

Ask yourself:

- What issue, SCSO policy, or practice will you address, and does it matter to the community?
- What do you hope to deliver? (e.g., policy recommendations, training protocols, community engagement strategy)
- Who needs to be involved? (community members, SCSO personnel, subject matter experts)

MEASURABLE:

Identify how you'll track progress and know you're on target.

Ask yourself:

- What milestones mark progress? (research complete, draft ready, community input, CAC presentation)
- How will you document your work? (meeting notes, research summaries, community feedback)
- What community engagement activities will you need to complete? (listening sessions, surveys, forums)

ACHIEVABLE:

Think about what it will take to make these goals happen: the time you can commit, the team's capacity, and the resources or support you'll need.

Ask yourself:

- What support do you need? (IOLERO staff time, consultant expertise, subject matter experts)
- What barriers might you face? (data access, SCSO cooperation, time constraints, knowledge gaps)
- How will you address or plan around these barriers?

RELEVANT

Explain why this work matters

Ask yourself:

- How does it address community concerns or CAC priorities?
- What impact will this have if your recommendations are adopted?
- How does it strengthen public safety, accountability, and/or transparency?

TIME-BOUND

Plan when key parts of your work will happen so your Ad Hoc stays focused and accountable.

Ask yourself:

- What is the expected timeline for this Ad Hoc?
- What are your milestone deadlines? (research phase complete, community engagement finished, draft recommendations ready)
- Are there external factors that affect your timeline?

Milestone	**Date**
First Ad Hoc meeting	
Research phase complete	
Community engagement complete	
Draft recommendations ready	
Present to CAC for approval	

Best Practices

- **Be concrete.** Avoid broad intentions, like “improve transparency.” Instead, describe the tangible outcome you’re aiming for, like “Develop recommendations to increase public access to use-of-force data.”
- **Start small, then build.** Aim for one clear success you can achieve during this Ad Hocterm; you can always expand on it or hand it off for future work.
- **Focus on what’s within reach.** Ad Hocs don’t control SCSO outcomes: your goal is to shape strong, evidence-based recommendations, not to guarantee implementation.
- **Stay connected to purpose.** The best goals are rooted in community priorities, data, and the CAC’s oversight role, not in personal advocacy alone.
- **Keep goals visible.** Revisit your SMART goals at each meeting to track progress, adjust timelines as needed, and celebrate milestones.

FINAL REPORT TEMPLATE

Use this template to summarize your Ad Hoc's work and present findings and recommendations to the full CAC for consideration and approval. It is intended to ensure consistency across all Ad Hocs and provide a clear record of the work completed, findings identified, and recommendations advanced to the Sheriff's Office.

The questions below are intended to spark focus and reflection; add, change, or skip as needed for your work.

EXECUTIVE SUMMARY

Share a high-level overview of the purpose, key findings, and recommendations of your Ad Hoc; aim for clarity and brevity.

- What issue or policy did the Ad Hoc address, and why was this issue important to the community and the CAC
- A quick overview of what happened (what you did) to get to these recommendations
- A brief statement of the outcome or impact you hope to achieve

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RECOMMENDATIONS

List your recommendations clearly and concisely.

If multiple recommendations fall under common themes (e.g., Policy, Training, Communication), group them accordingly.

*TIP *Write the Executive Summary and Recommendations as though they may be the only sections some readers will review.**

BACKGROUND AND CONTEXT

Briefly describe why the Ad Hoc was formed and how the topic connects with the CAC's mission and current priorities.

- The circumstances or events that led to the committee's creation
- How this issue fits within the CAC's broader oversight responsibilities
- Any relevant policy, data, or prior community input that shaped the focus of the work

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WORK CONDUCTED

Summarize and outline the steps the Ad Hoc took to complete its work.

- Information reviewed (policies, data, reports)
- Individuals or groups consulted (community members, SCSO staff, subject matter experts)
- Engagement methods used (surveys, listening sessions, research review)
- Any limitations or challenges encountered

KEY FINDINGS

Highlight the main findings or insights that emerged through your work.

- Key observations, patterns, or themes
- Community perspectives or feedback
- Evidence or examples that support your conclusions

NEXT STEPS

Conclude with recommendations for CAC action or follow-up.

- What you are asking the CAC to do (approve, forward, monitor, or discuss)
- Whether the Ad Hoc should continue, transition, or conclude
- Any recommended next steps for SCSO or IOLERO, any follow-up actions, or implementation milestones that should be tracked

SUPPORTING MATERIALS (OPTIONAL)

Attach or reference:

- Meeting notes, research summaries, or community engagement results
- Model policies or comparative examples
- Relevant data, charts, or supplementary materials

Best Practices

- Keep content concise and written for a public audience.
- Use plain language and avoid jargon or acronyms.
- Use specific examples and data points to strengthen your findings; avoid broad generalizations.
- Ensure all sources and data are appropriately cited or attached.