

Independent Civilian Advisory Commission on the Sheriff's Office

- Regular Meeting -
November 6, 2024



Item 1: Roll Call



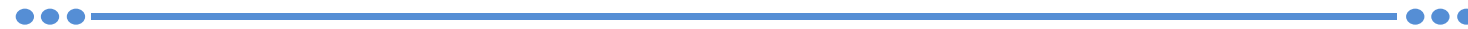
Item 2: General Public Comment

General Public Comment – *This item is reserved for persons wishing to address the Independent Civilian Advisory Commission on a topic within the jurisdiction of the Commission but that is not on the agenda. Public comments on matters on the agenda shall be heard at the time the matter is called.*

The Commission may not discuss or take action on items not on the agenda.



Item 3: Motion to Approve Agenda



Item 4: Sheriff's Office Divisions



Professional Standards Bureau





**SAN MATEO COUNTY
SHERIFF'S OFFICE**

**Building a Resilient
Workforce**
**Staffing, Recruitment,
and Employee Wellness
Initiatives**

Presented by

**H u m a n R e s o u r c e s M a n a g e r H e a t h e r E n d e r s
a n d D e t e c t i v e M i k e G a r c i a**

INTRODUCTION TO THE PROFESSIONAL STANDARDS BUREAU



The Sheriff's Office Professional Standards Bureau is dedicated to recruiting and retaining top talent, promoting wellness initiatives, managing onboarding, payroll processes, and providing training and benefits support to enhance overall staff performance and well-being.

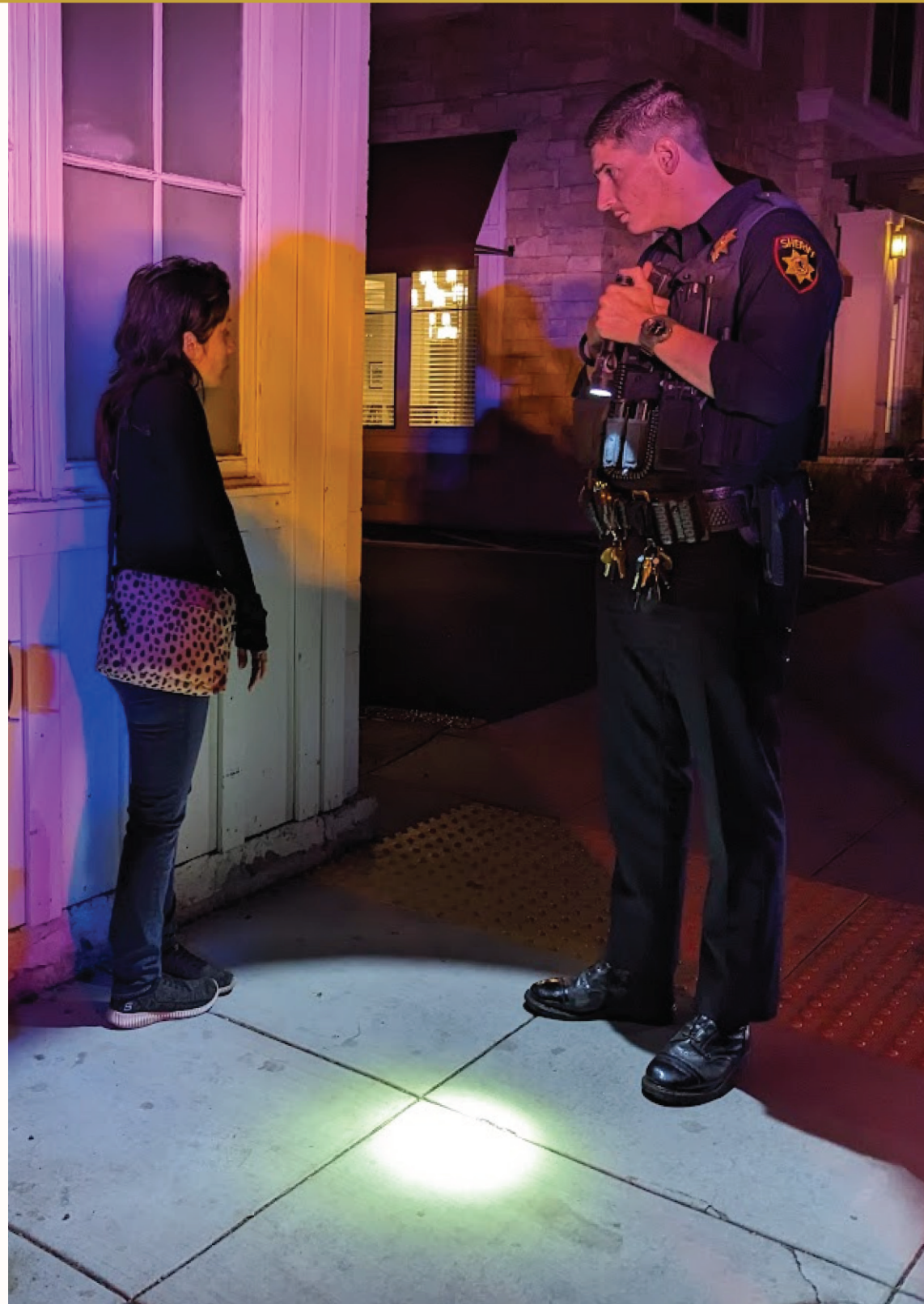


Expanded Recruitment Team

Since the spring of 2023, our primary focus has been on recruiting top talent and implementing initiatives designed to promote retention and support their career development within the organization.

RECRUITMENT CHALLENGES

Filling law enforcement vacancies is challenging due to several factors: high cost of living in many areas, increased public scrutiny and criticism of the profession, lengthy hiring processes involving extensive background checks and training, and a nationwide decline in interest in law enforcement careers.



HIGH COST OF LIVING

San Mateo County has a high cost of living, with median home prices often exceeding \$1 million and average rents for one-bedroom apartments ranging from \$2,500 to \$3,500.

DECLINE IN INTEREST

Nationwide decline in interest in law enforcement careers, particularly following the death of George Floyd in 2020 and the subsequent defund the police movement, which has led to increased scrutiny and challenges in attracting new candidates to the field.

COMPETITIVE JOB MARKET

We face recruitment challenges due to a competitive job market, as neighboring agencies offer higher salaries, making it difficult to attract and retain qualified candidates.



NEW SHERIFF: NEW VISION

SHERIFF CORPUS REMOVED BARRIERS TO THE APPLICATION PROCESS

- **Eliminated Written Test:** Candidates with an AA degree or higher no longer need to take the written test. The National Testing Network (NTN) allows remote testing, with costs covered by the Sheriff's Office.
- **Flexible Academy Locations:** Expanded number of academies to improve accessibility for candidates living far away, enhancing work-life balance.
- **Real-Time Communication:** Partnered with *Interview Now* for text chat and phone call requests, providing immediate access to recruiters.
- **Streamlined Interview Process:** Continued options for virtual or in-person interviews to accommodate candidate schedules.
- **Expedited Background Process:** Added two detectives and a sergeant to our recruitment team, and expanded background investigators to expedite offers to qualified candidates.



RECRUITMENT TEAM STRATEGIES



SHERIFF CORPUS INCREASED THE NUMBER OF **SUMMER INTERNS** FROM 20 LAST YEAR TO 30 THIS YEAR, BROADENING OUR ACCESS TO FRESH TALENT.

13
DIRECT HIRES
FROM BOOT CAMPS
IN 2024

- **Incentives:** With county support, we offer competitive hiring incentives: \$15,000 for new hires and \$30,000 for laterals (current POST-certified officers working at another agency) or promotions, aligning with industry standards. We also offer relocation assistance for candidates willing to relocate.
- **Expanded Outreach:** Increased recruitment efforts at local colleges, community job fairs, and military bases, both in-state and out-of-state.
- **Women's Boot Camps:** Hosted four women's boot camps in the past two years, providing free physical fitness preparation and career readiness classes for aspiring law enforcement professionals.



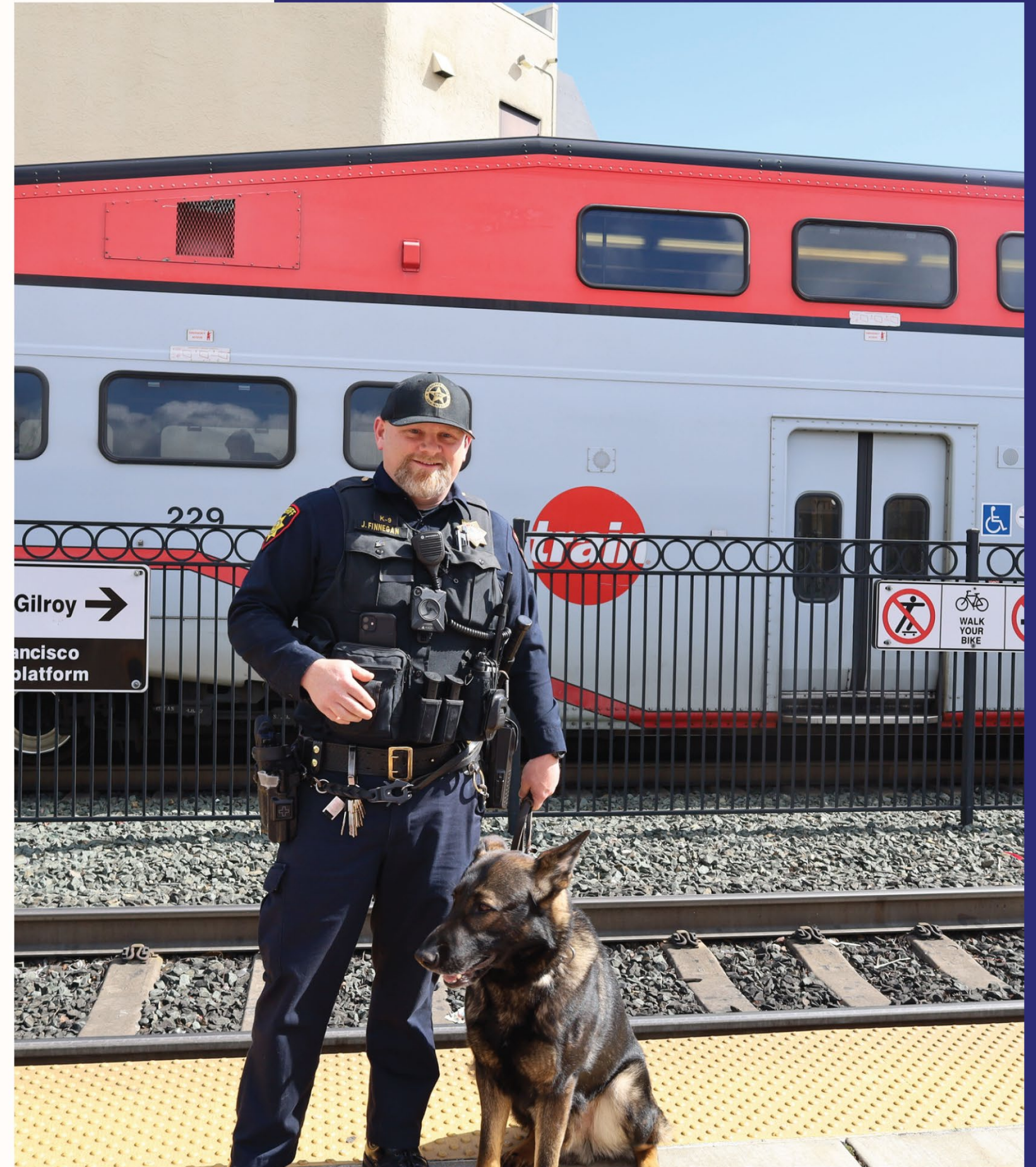
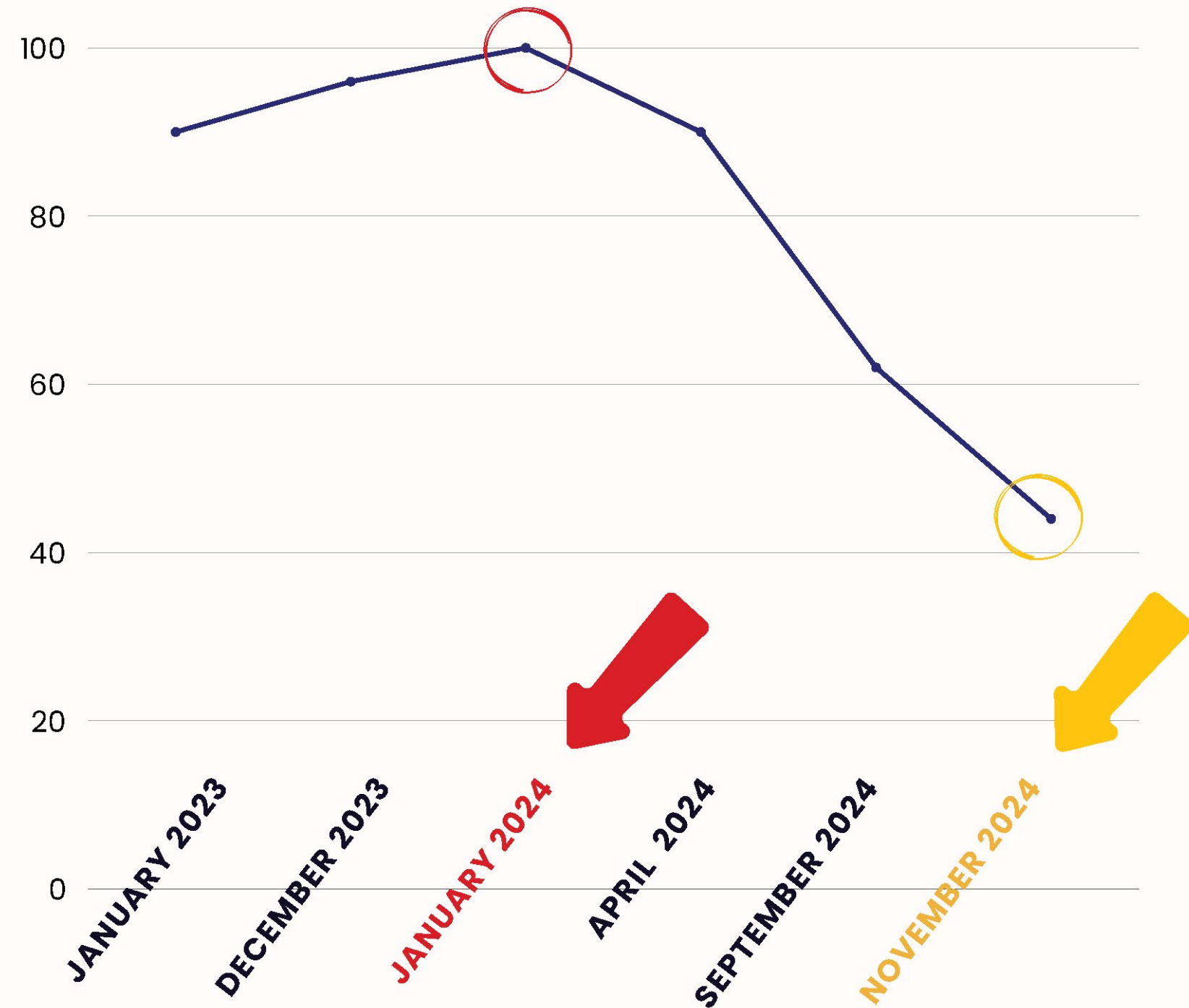
INNOVATIVE PARTNERSHIPS AND PROGRAMS

- **Law Enforcement Candidate Scholarship (LECS)**
- **Epic Recruitment:** We partnered with Epic Recruitment to create Hollywood-style photos and videos that showcase our agency, helping to attract public interest and boost recruitment efforts.
- **Interview Now:** This platform enables recruiters to text with interested candidates in real time, facilitating immediate communication and engagement during the hiring process.
- **Mentorship Program:** Our mentorship initiative pairs correctional officers interested in promoting to deputy with experienced mentors, providing guidance and support as they navigate their career advancement.



TIMELINE OF VACANCY RATES

January 2023 - Today



SUPPORTING EMPLOYEE WELL-BEING

- **24/7 Mental Health Support:** Contracted licensed therapist Courtney Hughes available for immediate assistance after challenging calls.
- **Expanded Peer Support Team:** Now 22 trained members ready to assist colleagues during times of need.
- **Physical Wellness Initiatives:**
 - Access to gyms at Maguire Correctional Facility and Maple Street Correctional Center.
 - Firstgevity program offering on-demand yoga and injury prevention classes.
 - Secured grant funds for Body scans for all Correctional Officers
- **Recurring On-Site Massages:** Offered three times a year for all staff.
- **"Flop" House:** Free housing for sworn staff between shifts, easing commuting costs in a high-cost living area.
- **Financial Literacy Program:** Partnered with Capital Edge to provide financial education and tools for employees to leverage their income and build a family legacy.

NEW! UNIFORMS

The introduction of new uniforms has significantly improved employee comfort, as they are more flexible and breathable, designed with women in mind, and approved by the Sheriff in response to feedback about the outdated wool uniforms.

NEW! HEADQUARTERS

The opening of our new headquarters this year has boosted morale by providing dedicated spaces for relaxation, including a lunchroom for socializing, two wellness rooms, and a collaborative environment with easy public access to services.

NEW! HEALTHIER FOOD OPTIONS

Now offering CleanEats vending machines offering healthy, customizable meals on the go in addition to healthier meal options for those working in our correctional facilities.



FAMILY AND WORK-LIFE BALANCE INITIATIVES

NEW



Family Days

We introduced two "Family Days" to celebrate our employees and honor the sacrifices their families make. These events were scheduled on different days to accommodate staff working various shifts. Activities included a petting zoo, shooting games, and mini-golf, creating a fun-filled adventure for the whole family!



CHILD CARE CENTER

Location: 686 Broadway, Redwood City

Operating Hours: Extended hours (5 a.m. to 7 p.m.) to accommodate irregular shifts

Target Group: Sworn and professional staff of the Sheriff's Office

Cost: Affordable rates, with a proposed employee contribution of \$500 per month

Next Steps: After approval, begin tenant improvements, finalize agreements, and target opening by mid-2025.

San Mateo County has a well-documented shortage of child care facilities, with 73% of surveyed families from the [2022 San Mateo County Child Care Needs Assessment](#) reporting they've had to turn down work due to lack of child care. According to that same study, **"Overall, there is a shortage of about 17,200 spaces for all age groups in the County, or 29% of children needing a child care space do not have one."**

In 2016, the County was forced to return \$1 million in state preschool funding due to a lack of space.



NEW

SPECIALIZED TRAINING & DEVELOPMENT PROGRAMS

While the Training Unit is not the focus of this discussion, we want to highlight some of the training initiatives that promote the well-being of our deputies. We prioritize hiring individuals with empathy and high emotional intelligence to foster a better outcomes for those we serve. Additionally, we offer report writing classes specifically designed to assist those who may struggle during the academy or field training officer (FTO) program. Addressing these common challenges is essential to enhancing our deputies' success and overall well-being.



SPANISH TACTICAL TRAINING

Our Spanish tactical training program equips officers with essential language skills for effective communication in the field, enhancing community engagement and fostering safer interactions with Spanish-speaking individuals.



REPORT WRITING CLASSES

Our one-on-one report writing class helps correctional officers improve their skills, supporting their promotion to deputy or success in academy and field training programs. This tailored approach builds confidence and addresses individual challenges.



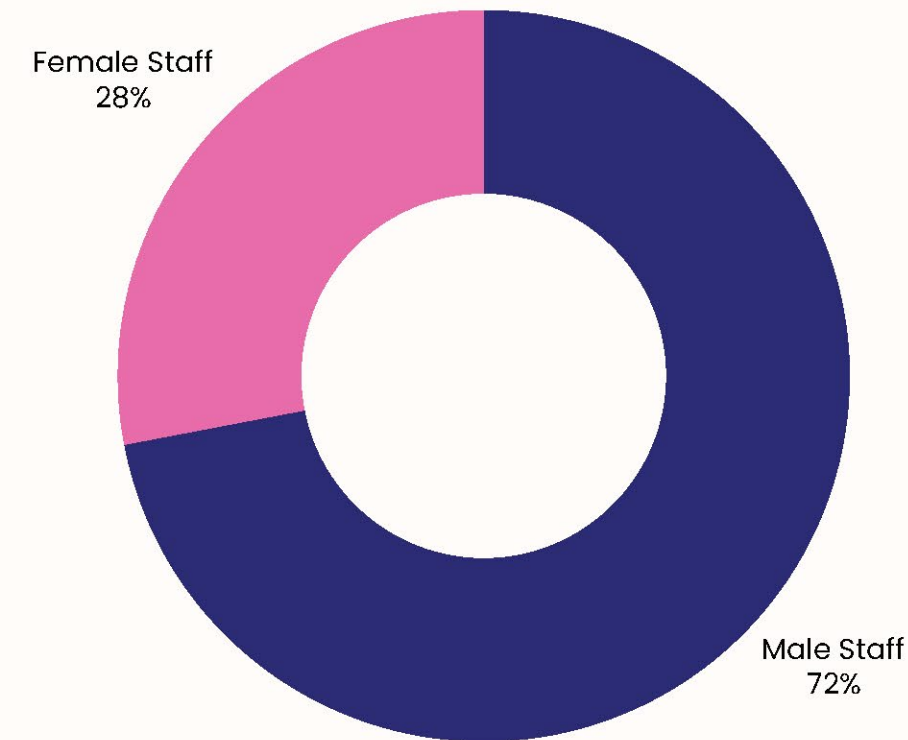
EQ TRAINING

We offered an emotional intelligence class for all hiring managers to help them look beyond resumes and hard skills, fostering a deeper understanding of candidates' interpersonal qualities and potential for success in the role.

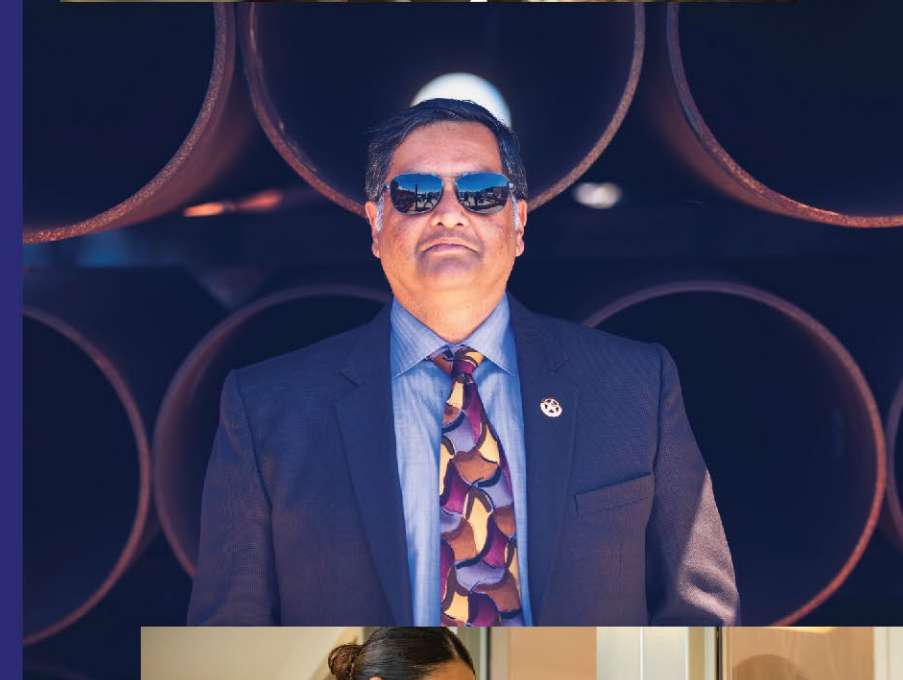


STAFFING OVERVIEW

Executive Staff	5
Captain	7
Lieutenant	15
Sergeant	62
Deputy Sheriff	296
Correctional Officer	164
Filled Sworn Staff Positions	549
Vacant Sworn Staff Positions	44



Filled Professional Staff Positions	234
Vacant Professional Staff Positions	38



BUILDING A RESILIENT WORKFORCE

SHERIFF'S VISION FOR A STRONGER FUTURE



Since January 1, 2023, under Sheriff Christina Corpus' leadership, the Sheriff's Office has hired 160 sworn and professional staff to address vacancies.

Of these, 103 are sworn personnel across various ranks, including Correctional Officers. Notably, all 160 employees are still actively serving in their respective roles. This count excludes hires who left during this period for reasons such as not completing the academy. These figures are current as of October 2024.

INITIATIVES ON THE HORIZON

Our initiatives aim to enhance diversity and equity in hiring while ensuring our workforce reflects the communities we serve and supports our existing employees.



GOAL 01

Childcare Center: Opening a Sheriff's Office childcare center to support women in law enforcement and enhance employee quality of life by providing a safe, affordable childcare option.

GOAL 02

Housing Program: Developing a housing program to help employees afford to live in-county, reducing long commute times and improving their overall quality of life.

GOAL 03

Well-Being Focus: Prioritizing the mental and physical well-being of our employees, recognizing that by taking care of them, they will be better equipped to serve and care for our community.



People First – Service Above Self





THANK
YOU!

People First – Service Above Self

Item 5: Discussion



**Retreat Preparation:
Review and Identify Additional Priority Topics**



Number	Item
1	Admin: Add an agenda item for discussion to identifying follow up discussion points
2	Admin: Chair requested to call meetings to order
3	Admin: ICAC website improvements
4	Admin: Minutes added to the agenda for approval
5	Admin: Request to receive ppts in advance of meeting
6	Citizen Complaint Form: Where do find the complaints form, how to make it online, and multiple languages
7	Continuum of Care: How often does SO look at and reevaluate goals (slide 3 from ppt)
8	Continuum of Care: Data from Service Connect regarding recidivism, even point in time
9	Continuum of Care: demographics of IP of those opting out of services, including languages spoken, more data centered around those not engaged, why, trends in those not engaged
10	Continuum of Care: demographics of IP of those receiving services, including languages spoken
11	Continuum of Care: How does SO CoC measure achievement of goals (slide 3 from ppt)
12	Continuum of Care: How many seats in vocational program (JobTrain)
13	Continuum of Care: Post-release data - success rates
14	Continuum of Care: What is the ratio of CoC staff to IP
15	Correctional Facilities: demographics of IP population

Number	Item
16	Correctional Facilities: Incarcerated Persons (IP) mail policy information
17	Correctional Facilities: What is the percentage of moderate to high risk of repeat offenders
18	Correctional Health: Number of injuries that occur while in custody
19	Correctional Health: What are the data points of when assessments are done?
20	Customer Service Survey: is there data available, how many have been completed, where do residents find the information, what is the QR code, can it be available in other languages
21	Data Transparency: can the dashboard include historical data, number of deaths
22	District Attorney Death Reports: are they available for review, and if so, where to find the reports
23	Facility Tours: requested to schedule tours of Maquire and Maple
24	Inmate Voter Information: registration information for inmates
25	Inmate Voter Information: Total #of IPs registered to vote / and # voted in last election
26	Settlements: requested additional information on the \$8 million-dollar settlement
27	Sheriff's Office (SO): demographics of personnel staff, and languages spoken
28	SO: Employee assistance program (want to add to the curriculum)
29	SO: General Force Policy
30	SO: staff training curriculum for officers
31	Suicide Prevention / Mental Health for SOs: what services are available
32	Suicide/Jail Deaths: where is the data

Items Added after Oct. 16, 2024	
ICAC	Admin: ICAC would like to schedule another tour to see programs in action
ICAC	Correctional Facilities: Election flyers need to be posted in the men's facility (during tour only visible in the women's facility)
ICAC	Correctional Facilities: Protocols for staff coming in and out, how are they checked and how often, based on tour observation
ICAC	Data Transparency: How is RIPA data used to inform outreach education and policy changes
ICAC	Data Transparency: What is the applicant pool, the reporting period, the demographics, and the outcomes
ICAC	Data Transparency: Demographics of SO staff by department
ICAC	Data Transparency: Patrol operations demographics
ICAC	SO: Facilitating data between the SO and the elections office
ICAC	SO: How is SO using data to help inform and make decisions
ICAC	SO: How does the SO salary and benefits compare to the Bay Area counties
Silano	SO: Employee retention with competitive pay, retirement, and benefits.
Silano	SO: No incentive to promote past sergeant, state pension is now capped. New generation of employees doesn't get life-time medical. These employees must work until 57 years of age with no overtime past sergeant.
Silano	SO: (Job Retention and Potential Benefits for Consideration) Current culture under Sheriff Corpus is not based off merit, but favoritism which is driving people away. She hired 110 people in the last year, but 107 have left. The Sheriff's Office has become a training ground for a resource for new hirers for other law enforcement agencies. The benefits of the Sheriff's Office are inferior to other law enforcement agencies in the county. The county should start a 401k that employees can save into if they complete 20 years. The county should match their investment upon their retirement withdrawal.
Silano	SO: (Staffing) What is the County or Sheriff's employee assistance program available to employees
Silano	Correctional Facilities: Sheriff cannot be held responsible for after care of inmates and mental health discharges
Silano	Correctional Facilities: Problems with Maguire Facility, years of accumulation of issues involving structural, equipment, planning, maintenance. Fire alarms and elevator issues do not work properly
Silano	Correctional Facilities: Staff Ratio - 1 (one) officer to either 64 in the general population, or 1 (one) officer for 24 trustees. NOTE: as of the most recent census 2005, BJS estimates the ratio of inmates to correctional officers in state prisons nation-wide was 4.9 to 1, or about 10 officers for every 49 inmates. For federal prisons, BJS put the ratio at 10.3 to 1.
Silano	Correctional Facilities: Add Correctional officers with firearms. To remove the burden of on-duty deputies in operational assignments, as patrol, or other specialized assignments - ADDRESSED AND DISCUSSED OCT. 16

Items Added after Oct. 16, 2024

Silano	Correctional Facilities: (Increase on-site physicians during weekends.) No doctor full time on weekends. Again, removes the on-duty deputies in operational assignments to transport inmate to medical facilities
Silano	Correctional Facilities: (The need for inmate after care). Mental health - problems with follow up after discharge
Silano	Correctional Facilities: (Staffing concerns) Intake - 1 (one) on-duty deputy, past working 9-hour shifts, now 12-hour shifts without a day off. Should be at least 2 deputies on-duty at the Intake Station
Silano	Correctional Facilities: (Staff ability to participate in training opportunities) Back fill / substitute deputies need training and briefings on all jail procedure
Silano	Correctional Facilities: No Operational Orders written on Jail procedures - orders cover sheet has former sheriff on title pages
Silano	Correctional Facilities: (inmate population) Large percent (over 30%) of State inmates, yet most are awaiting trial or being held for sentenced misdemeanors
Silano	Correctional Facilities: Purchase MX-908 device for drug screening of inmates and Intake screening. Current testing devices are outdated
Melnicoe	Admin: Identify the Commission Mission and Goals
Melnicoe	SO: Encourage SO to create a Mission Statement for Jails
Melnicoe	Admin: Commission Approach - improve communication between the Commission and the SO
Melnicoe	SO: Identify a SO Liaison to be present at all meetings
Melnicoe	Correctional Facilities: (Method of inmate communications with family and friends) The Inmate Communications contract for inmate mail, tablets, phone calls, and video visits. It is difficult to know the cost of this contract and exactly what services are received. We might interview some inmates for their views. Do they miss physical letters? Are they more in touch with their families with phone calls and video calls? Deputies noted they did not have enough tablets, only 20 per pod.
Melnicoe	Admin (District Attorney Death Reports): review the DA's reports on the deaths in the jail. Are there ways that can deter such unfortunate incidents in the future?
Melnicoe	Citizen Complaint Form: are they available in other languages? Spanish? (see item 6 above)
Melnicoe	Citizen Complaint Form/Process: is there another way to have complaints reviewed other than by SO?
Melnicoe	SO: (Staffing) How is the SO ensuring they have a well-trained quality staff?
Melnicoe	SO: (Staffing) Explore workload and overtime concerns. Are 16-hour days typical at other law enforcement agencies? incentives for staff
Melnicoe	SO: Is excessive use of force an issue?
Melnicoe	SO: (Technology and devices) What technology, such as cameras and drones, could be used to improve quality and safety in the jails and on patrol?
Melnicoe	SO: What is the status of the work-furlough program?

Item 6: Commissioner and Liaison Announcements



All public comments should be sent to:

ICACFeedback@smcgov.org



Item 7: Adjournment

Next meeting (RETREAT): November 16, 2024
at Canada College, the Grove
9:00 am – 3:00 pm

