



TRANSITION COMMITTEE
YESENIA SANCHEZ
ALAMEDA COUNTY SHERIFF'S OFFICE



SHERIFF TRANSITION PLAN

PRESENTED BY
THE TRANSITION COMMITTEE FOR
SHERIFF YESENIA SANCHEZ
ALAMEDA COUNTY SHERIFF'S OFFICE

JANUARY 2023



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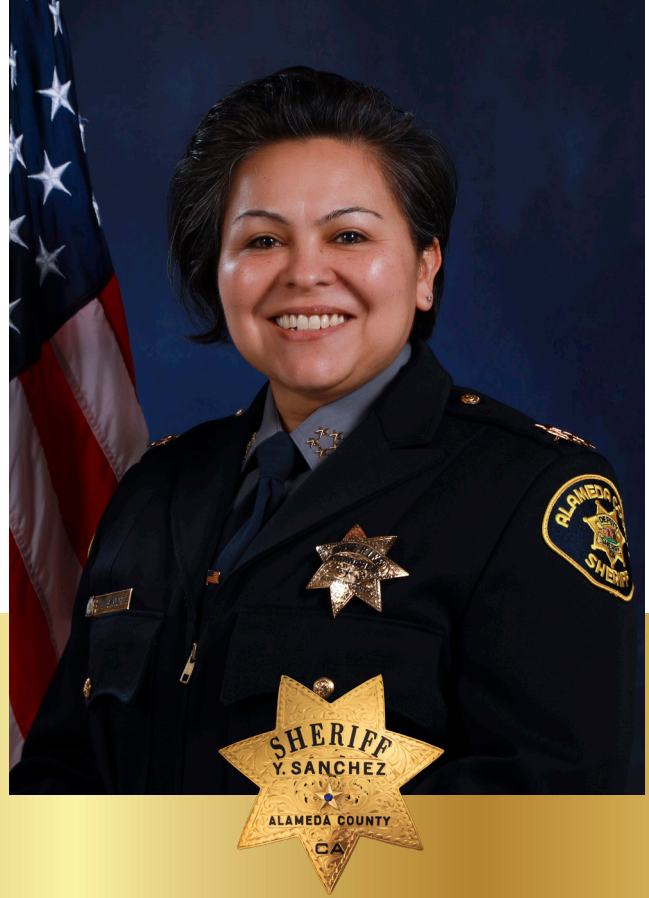
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EXECUTIVE SUMMARY

SHERIFF YESENIA SANCHEZ ALAMEDA COUNTY SHERIFF'S OFFICE



Sheriff Yesenia Sanchez has been an Alameda County Sheriff's Office employee for over twenty-five years. Her dedicated service to the residents of Alameda County began when she was only nineteen years old. Based on merit and determination, she elevated through the ranks of the Sheriff's Office and is excited to now serve her community as the 23rd Sheriff of Alameda County. Electing the first woman and person of color to this prestigious office is a monumental step toward progress in Alameda County and for the law enforcement profession. The trust the residents of Alameda County have placed in her is exceptionally humbling. Sheriff Sanchez's core values of integrity, respect, accountability, transparency, and openness will continue to guide the leadership she provides to her staff and those who live and work in Alameda County. She is committed to improving the lives of her employees, community members, and those in her custody.

Sheriff-Elect Sanchez is a daughter of the City of Oakland and the City of Hayward. Members of her family who reside in these communities were very influential in her decision to run for Sheriff. Sheriff

Sanchez takes pride in her Mexican roots and humble beginnings. She understands the value of community and wants everyone who lives and works in Alameda County to see her as a face of change.

While on the campaign trail, Sheriff Sanchez promised to focus on community collaboration, compassionate leadership, equitable practices, and community safety. She focused on several priorities she believes will positively impact the citizens of Alameda County and Sheriff's Office employees. Those priorities are Agency Health, Reentry and Rehabilitation, Accountability and Transparency, Community Engagement, and Racial Justice in Law Enforcement. Sheriff Sanchez asked her Transition Committee to explore these priorities and produce recommendations to improve upon them. Five working groups were established and assigned one of the priorities. This document briefly describes each working group and the committee members coordinating the associated efforts.

This Executive Summary is a precursor to the forthcoming full Transition Report.

TRANSITION PLANNING PROCESS



AGENCY HEALTH

**ACCOUNTABILITY AND
TRANSPARENCY**

**REENTRY AND
REHABILITATION**

**COMMUNITY
ENGAGEMENT**

RACIAL JUSTICE

To ensure a smooth leadership transition within the Alameda County Sheriff's Office, Sheriff Yesenia Sanchez began to assemble her Transition Committee in August of 2022. The committee grew to fifteen members, led by Captain April Lockett-Fahimi and Undersheriff Richard Lucia. The members represent a diverse group of Alameda County Sheriff's Office employees and one community member. The committee held regular meetings with the aim of producing a full transition report for release in the first quarter of 2023. The forthcoming transition report will provide a framework for the deployment of Sheriff Sanchez's vision for the future of the Alameda County Sheriff's Office.

The Transition Committee met nine times during the first phase of this process. During these meetings, the five working groups reported on their assignments and began to formalize their recommendations for the full transition report. Outside of these meetings, the groups formulated plans to address challenges associated with their topics. The Transition Committee meetings were essential to ensure the working groups were on track to produce a detailed plan for the future of the Sheriff's Office.

AGENCY HEALTH



The "Agency Health" working group worked to collect feedback from a cross-section of Alameda County Sheriff's Office employees. The goal was to elicit information from staff that would provide insight into how leadership can improve the overall job satisfaction of agency members. Improved job satisfaction will result in improved retention rates, improved mental and physical health of agency members, and promote positive interactions between agency members and those living and working in the community. The Agency Health working group will address policy changes, employee incentives, morale, and training needs.

THE AGENCY HEALTH WORKING GROUP



Miguel Campos
Lieutenant



Shaughn Park
Deputy

ACCOUNTABILITY AND TRANSPARENCY



The “Accountability and Transparency” working group worked to identify how the Alameda County Sheriff’s Office can remedy community concerns around information released to the public and how data is accessed. The goal is to provide direct access to information about specified internal Sheriff’s Office processes. The group identified specific areas within the agency where adjustments are needed to allow the community greater clarity around essential procedures and practices. They are exploring mechanisms that would allow easy access to information and ways to deliver information concisely and consistently to the community.

THE ACCOUNTABILITY AND TRANSPARENCY WORKING GROUP



Daniel Brodie
Captain



David Blanchard
Captain



Simone Murphy
Finance Chief

REENTRY AND REHABILITATION



The “Reentry and Rehabilitation” working group worked exclusively to address the needs of the incarcerated population at Santa Rita Jail and their families. The group has begun an analysis of the current programming offered within Santa Rita Jail and identified gaps in programming needs. They engaged with the incarcerated population to ascertain their programming preferences. The group emphasized a need for increased educational programming, vocational training, and housing.

Members of the working group recognized the need to expand partnerships with Community-Based Organizations, build relationships with labor unions, and explore alternative housing opportunities. They also discussed the Alameda County Sheriff’s Office’s role in the County’s Reimagining Adult Justice initiative.

THE REENTRY AND REHABILITATION WORKING GROUP



Carla Kennedy
Retired Commander



Kelly Glossup
Youth & Family Services
Behavioral Health Unit Manager



Timothy Schellenberg
Captain

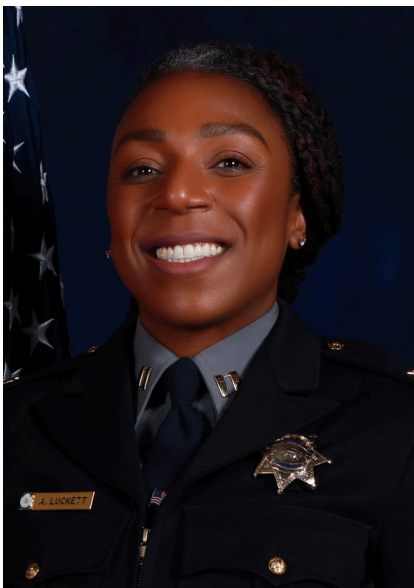
COMMUNITY ENGAGEMENT



The "Community Engagement" working group sought to identify ways the Alameda County Sheriff's Office can improve how employees interact with community members in all areas of the county. The group will elicit feedback from as many community members as possible to comprehensively understand the public sentiment. The Community Engagement working group understands the importance of gathering this data in a way that values the diverse perspectives towards policing among community members.

Alameda County Sheriff's Office staff provide valuable service in their daily interactions with community members. Traditionally, community engagement efforts have been the responsibility of the agency's Crime Prevention Units. The Crime Prevention Units have organized community events throughout the unincorporated area and the City of Dublin for years. Rather than work to assess and gather feedback about programs traditionally performed by personnel assigned to community policing tasks, the Community Engagement working group is looking to understand how the Sheriff's Office can build positive community engagement strategies agency-wide.

THE COMMUNITY ENGAGEMENT WORKING GROUP



April Lockett-Fahimi
Captain



Aisha Knowles
Fremont Fire Department
Public Affairs Manager

RACIAL JUSTICE



The “Racial Justice” working group worked to identify strategies and reforms needed to ensure the Alameda County Sheriff’s Office demonstrates fair and equitable practices. This effort aims to identify internal and external concerns around race and inequity in all policies, practices, and procedures. Addressing racial disparities within the Alameda County Sheriff’s Office will increase public trust and improve the morale of agency members. The group has identified external organizations that evaluate racial disparities in policing and will determine the next steps in this process to produce a comprehensive understanding of any disparities and how to eliminate them.

THE RACIAL JUSTICE WORKING GROUP



Miguel Ibarra
Lieutenant



Terrance Montigue
Lieutenant

FUTURE PLANS



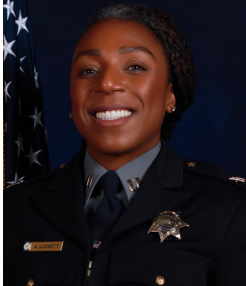
Through the efforts of the initial transition planning process, the working groups have identified recommendations that require additional research and development. The Transition Committee will present these recommendations to the agency's new Executive Leadership and agency membership at Sheriff Sanchez's first full agency meeting. The recommendations will also be posted online for community review and input.

The implementation process will undoubtedly be an extensive undertaking for Sheriff Sanchez and Alameda County Sheriff's Office members. The Alameda County Sheriff's Office appreciates the community's support and patience.

Sheriff Sanchez is committed to engaging with the community during this transition process. Please leave comments here related to the information contained within this document. If you have an interest in participating in the transition planning process, please contact Captain April Lockett-Fahimi at alockett@acgov.org.

TRANSITION COMMITTEE

COMMITTEE LEADERS



April Lockett-Fahimi



Richard Lucia

COMMITTEE MEMBERS



Emmanuel Christy



Colby Staysa



Dennis Houghtelling



Daniel Brodie



David Blanchard



Miguel Campos



Miguel Ibarra



Terrance Montigue



Simone Murphy



Kelly Glossup



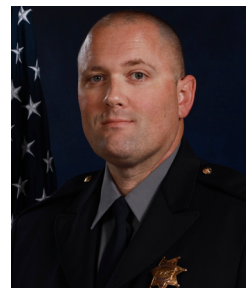
Daisy Roa



Jane Manzo



Aisha Knowles



Shaughn Park