



# Agenda

## INTERNAL OPERATIONS COMMITTEE

July 11, 2022  
10:30 A.M.

To slow the spread of COVID-19, in lieu of a public gathering, the meeting will be accessible via Zoom to all members of the public as permitted by Government Code section 54953(e).

Join from PC, Mac, Linux, iOS or Android:  
<https://cccounty-us.zoom.us/j/81462064630>

Meeting ID: 814-6206-4630

Or Telephone:  
USA 214 765 0478  
USA 888-278-0254 (US Toll Free)  
Conference code: 845965

[Find local AT&T Numbers](#)

Supervisor Diane Burgis, Chair  
Supervisor Candace Andersen, Vice Chair

**Agenda Items:**

Items may be taken out of order based on the business of the day and preference of the Committee

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).
3. RECEIVE and APPROVE the Record of Action for the June 16, 2022 Special IOC meeting. *(Julie Enea, IOC Staff)*
4. CONSIDER recommending to the Board of Supervisors appointment of Brian Oftedal to the At Large #2 seat and Susanna Thompson to the Alternate #3 seat of the Contra Costa County Fire Protection District Advisory Fire Commission to four year terms ending on June 30, 2026. *(Julie Enea, County Administrator's Office)*
5. CONSIDER recommending to the Board of Supervisors appointment of Jack Bean to the General Public Alternate seat to complete the current term that will expire on December 31, 2023 and Maureen Brennan to the Environmental Justice seat to complete the current term that will expire on December 31, 2024 on the Hazardous Materials Commission. *(Michael Kent, Health Services Department)*
6. PROVIDE direction to staff following Advisory Body Review of the Racial Justice Oversight Body. *(Paul Reyes, County Administrator's Office)*
7. RECEIVE presentation from the Human Resources Director about options for quickly filling key permanent staff vacancies. *(Ann Elliott, Human Resources Director)*
8. The next meeting is currently scheduled for September 12, 2022.
9. Adjourn

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*The Internal Operations Committee will provide reasonable accommodations for persons with disabilities planning to attend Internal Operations Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.*

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*Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Internal Operations Committee less than 96 hours prior to that meeting are available for public inspection at 1025 Escobar St., 4th Floor, Martinez, during normal business hours. Staff reports related to items on the agenda are also accessible on line at [www.co.contra-costa.ca.us](http://www.co.contra-costa.ca.us).*

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*Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.*

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For Additional Information Contact:

Julie DiMaggio Enea, Committee Staff  
Phone (925) 655-2056, Fax (925) 655-2066  
[julie.enea@cao.cccounty.us](mailto:julie.enea@cao.cccounty.us)



# Contra Costa County Board of Supervisors

## Subcommittee Report

### INTERNAL OPERATIONS COMMITTEE

3.

**Meeting Date:** 07/11/2022  
**Subject:** RECORD OF ACTION FOR THE JUNE 16, 2022 SPECIAL IOC MEETING  
**Submitted For:** Monica Nino, County Administrator  
**Department:** County Administrator  
**Referral No.:** N/A  
**Referral Name:** RECORD OF ACTION  
**Presenter:** Julie DiMaggio Enea                      **Contact:** Julie DiMaggio Enea (925) 655-2056

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#### **Referral History:**

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the decisions made in the meeting.

#### **Referral Update:**

Attached is the Record of Action for the June 16, 2022 Special IOC meeting.

#### **Recommendation(s)/Next Step(s):**

RECEIVE and APPROVE the Record of Action for the June 16, 2022 Special IOC meeting.

#### **Fiscal Impact (if any):**

None.

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#### **Attachments**

DRAFT IOC Record of Action for June 16, 2022

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# INTERNAL OPERATIONS COMMITTEE

RECORD OF ACTION FOR  
June 16, 2022

Supervisor Diane Burgis, Chair  
Supervisor Candace Andersen, Vice Chair

Present: Diane Burgis, Chair  
Candace Andersen, Vice Chair

Staff Present: Monica Nino, County Administrator; Julie DiMaggio Enea, Staff

Attendees: Kathy; Brian Oftedal; Michael Fischer; Susanna Thompson; Nicole Gemmer; Alison McKee, County Librarian; Peter Wilson; Jill Ray, District II Supervisors Office; Dawn Morrow, District III Supervisors Office; Rachel R; Angela Lowrey; Stacey Boyd, Clerk of the Board's Office; Jami Morritt, Clerk of the Board's Office; Susan Hildreth; Unidentified Caller 1

1. Introductions

*Chair Burgis called the meeting to order at 2:01 p.m., introduced the Committee members, explained how to request to make comments, and asked attendees to mute their mics to reduce background noise.*

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).

*No one requested to speak during the general public comment period.*

3. RECEIVE and APPROVE the Record of Action for the May 9, 2022 IOC meeting.

*The Committee approved the record of action from the May 9, 2022 meeting as presented.*

AYE: Chair Diane Burgis  
Vice Chair Candace Andersen

4. INTERVIEW applicants for the pending vacant At-Large #2 and Alternate #3 seats on the Contra Costa County Fire Protection District Advisory Fire Commission and DETERMINE recommendations for Board of Supervisors consideration:

Eligible for At Large #2 Seat:

David Dolter (Brentwood)  
Brian Oftedal (Brentwood)  
Justin Tabor (Discovery Bay)  
Susanna Thompson (Brentwood)

Eligible for Alternate Seat:

Richard Chapman, Walnut Creek

David Dolter (Brentwood)  
Clayton Laderer, Walnut Creek  
Brian Oftedal (Brentwood)  
Justin Tabor (Discovery Bay)  
Susanna Thompson (Brentwood)

***The Committee interviewed Brian Oftedal and Susanna Thompson. Other applicants who did not appear were considered on the basis of their applications and resumes.***

***Angela Lowrey spoke in favor of appointing former ECCFPD Board Chair Brian Oftedal.***

***The Committee decided to nominate Brian Oftedal for the At Large #2 seat and Richard "Tom" Chapman for the Alternate seat, with instruction to staff that should Mr. Chapman decline the nomination, then the Committee will nominate Susanna Thompson for the Alternate seat.***

AYE: Chair Diane Burgis  
Vice Chair Candace Andersen

5. RECEIVE status report on the proposed utilization of Measure X funds in the amount of \$50,000 for the establishment of a countywide library foundation and CONSIDER providing direction on foundation formation.

***County Librarian Alison McKee presented the staff report, providing background on how the concept of establishing a county library foundation came about and referencing a 2016 report called "Promoting Excellence in Library Service in Contra Costa County", which included such a recommendation. Since 2016, several involved people have come and gone but the current organizing committee still has members who worked on the 2016 report.***

***Alison introduced Nicole Gemmer, Danville Library Commissioner and Foundation Organizing Committee Chair; Peter Wilson, District V Library Commissioner; Rachel Rosekind, District I Library Commissioner; Kathy Gilcrest, San Ramon resident and main author of the 2016 report; Angela Lowrey, Friends of the Oakley Library; and Michael Fisher, El Cerrito Library Foundation and El Cerrito Library Commissioner. The Foundation Organizing Committee has been meeting regularly to plan, meeting with and researching best practices of other library foundations, meeting with local library foundations, County supervisors, the East Bay Leadership Council, and the County Hospital Foundation to obtain input and feedback on foundation formation. The Organizing Committee met with many potential nonprofit fiscal sponsors, and entered into an agreement with Ed Fund West that will allow the Organizing Committee to operate with the benefits of a nonprofit organization while navigating the process of becoming a tax-exempt nonprofit foundation. Under fiscal sponsorship, the Organizing Committee will be able to fundraise.***

***The County intends to enter into its own financial agreement with Ed Fund West to provide for disbursement of the Measure X funding allocation for expenses related to the Organizing Committee's efforts to establish the tax-exempt nonprofit foundation. The County also intends to enter into a nonfinancial agreement with the Organizing Committee outlining parameters for use of the Measure X funds, process for accessing the funds, and reporting/documentation requirements.***

***Once the Foundation is established, it is envisioned to function as an autonomous, non-County entity but will work closely with the Board of Supervisors and County Librarian to align goals. The County Librarian asked for the Internal Operations Committee's and Board's input on formation elements including:***

- *number of directors (usually a range)*
- *criteria for selection of initial and future board members (e.g., geographic, ex-officio, voting/non-voting, stakeholder or socio-economic designations)*
- *potential initial board members*
- *potential community partners, and*
- *future projects of interest.*

*Vice Chair Andersen acknowledged the challenge of achieving representation across the County, having so many cities. She is inclined towards a smaller board but with geographic representation. She suggested that the Organizing Committee consult each County Supervisor to obtain input on how the foundation board should be constituted both in size and composition. She would like to see the foundation direct its resources to library services that are provided countywide and would like to see partnerships with other County departments. She believes the library can serve as youth or afterschool centers to provide safe environments for unsupervised youths.*

*Chair Burgis explained that she had appointed, early in her County tenure, Don McCormick, who served on the Alameda County Library Foundation, because she believed a foundation should be established for East County library services or countywide to help communities that had less robust library services. Originally, she envisioned such a foundation as addressing some of the inequities that exist across the library system but also appreciates the opportunity to address services that are can be offered countywide. She views the \$50,000 Measure X allocation as seed money to grow a foundation that would not necessarily continue to be reliant on Measure X funds but would become capable of raising its own funds through philanthropy, grants, grant leveraging and investments. She prefers to see a foundation board of no more than seven members who can demonstrate what can be done with \$50,000, not just in terms of generating money but also developing leadership. She prefers the foundation board to be composed of people with expertise in fund building and also by members of those communities that need to be built up.*

*Vice Chair Andersen expressed a preference that the foundation not be a County-appointed entity so that it can operate freely without the constraints that are placed on governmental bodies. Staff verified that a private nonprofit corporation would not be subject to the Brown Act. Staff shared that upon review of the library foundations of several other California counties, most had boards reviewed comprised 8-10 members and there appeared to be at least two distinctive models: one weighing heavily on library and community stakeholder representation and another (Alameda County specifically) weighing heavily on industry leaders/financiers with connections to wealth and potential endowments.*

*Chair Burgis would like to see a foundation that can attract new funding and expertise to help address the needs of library stakeholders, so she is inclined towards a foundation board that is business-oriented in terms of generating financing, mentoring leadership and connecting people to funders. Staff mentioned that the Alameda County Library Foundation has its own advisory board composed of community stakeholders and that the County Library Commission could possibly serve in such a capacity.*

*Vice Chair Andersen is inclined to recommend that the foundation be independent of the County, be composed primarily of business leaders who can attract funding for library needs and also representation of other local library foundations. She is not opposed to the Library continuing to apply for future Measure X dollars independent of the future foundation.*

*At this point in the meeting, the Committee learned that an unidentified caller was*

*attempting but being prevented from joining the meeting by telephone, and wished to participate and comment. Since staff was unable to identify and resolve the source of the technical problem while the meeting was in progress, staff provided Caller 1 access to the meeting through a desktop telephone and Caller 1 was then able to listen to and, later, comment on the matter being discussed.*

*Chair Burgis invited public comment:*

- Peter Wilson commented that the objective of the library foundation is to raise funds to address library needs identified by the County Librarian. He has raised upwards of \$30 million in his university work and has found that the most successful fundraising is designed around major gifts that support specific programs and facilities rather than operations expenses, which he expects the County to fund. He believes the guideline for selection of foundation board members should be "can they raise money or do they have money?" He recognizes the Alameda County model as an appropriate model and believes such a model can be achieved while still recognizing diversity, but the foundation's primary mission of fund development should be paramount.*
- Nicole Gemmer concurred with Mr. Wilson's comments and also said that foundation board members should be passionate about the mission. She believes that the foundation's independence and autonomy will help to attract board members and will give donors confidence that the money will go where it will do the most good. For transparency and accountability, she said it will be important to seat individuals that do not have conflicts of interest. She said that there is no money for staff, therefore everyone involved will have to work, and expectations about what can be accomplished with no staff must be realistic. She said there is good energy on the Organizing Committee and group synergy should also be a consideration for seating members on the foundation board.*
- Michael Fischer thanked the County for the Measure X funding and offered whatever support he could to the foundation effort.*
- Kathy Gilcrest commented that she spent most of her 40-year career as a grant maker for a large Los Angeles foundation and for grant-seeking organizations such as universities and small nonprofits. As a grantmaker, she funded public-private partnerships and witnessed their power to transform. The new foundation hopes to do that same thing. She did fund startup nonprofits and, so, has an awareness of what is needed to grow a foundation into a robust and sustainable organization. As a major gifts fundraiser for universities, she participated in capital campaigns that raised billions of dollars over the years using a peer-to-peer model that relied on leadership of a private board of directors and their allies in the private sector to raise funds. She believes the model being considered is consistent with that, ie., "people give to people". She acknowledged a need to build a foundation board that is as representative of our community as we can make it and that has the capacity, given that they will have little or no staff, to do the job that needs to be done.*
- Caller 1 explained that she missed much of the discussion because she could not gain access to the meeting through her telephone and was now being connected through staff's speakerphone. She said that Measure X money is hard-earned money and hopes that the money is being allocated to the Library with the intention to strengthen the educational strengths of those communities that need academic intervention rather than using public money to further certain public activists or politicians to move their pet agendas disguised as charity or literacy. She said it would be wrong to indoctrinate young children sexually and, as a public and a parent, she does not support use of her tax money for such purposes. She hopes this money will be used for academic intervention only.*
- Angela Lowrey commented that she was asked to participate in the countywide*

*library foundation Organizing Committee a few months ago and observed that the group is dedicated, focused, and committed to getting this foundation set up in a way that is viable long-term, that honors hard-earned public funds, and is centered on going the distance. People donate to foundations because of the trust and confidence that is established. She expressed appreciation both the for Organizing Committee and the opportunity to participate in it.*

- *Susan Hildreth offered written public comment that is attached to these minutes.*

*Vice Chair Andersen said the Organizing Committee seems very capable and the Internal Operations Committee does not want to be an impediment to the Organizing Committee's efforts if they have a true vision. Chair Burgis concluded that she would like to see reports back to the County about how the Measure X allocation is being used, and suggested the possibility that additional Measure X funds might be made available.*

6. The next meeting is currently scheduled for July 11, 2022.

*The Committee confirmed the next meeting date.*

7. Adjourn

*Chair Burgis adjourned the meeting at 3:17 p.m.*

DRAFT

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For Additional Information Contact:

Julie DiMaggio Enea, Committee Staff  
Phone (925) 655-2056, Fax (925) 655-2066  
julie.enea@cao.cccounty.us





# Contra Costa County Board of Supervisors

## Subcommittee Report

### INTERNAL OPERATIONS COMMITTEE

4.

**Meeting Date:** 07/11/2022  
**Subject:** INTERVIEW APPLICANTS FOR THE CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT ADVISORY FIRE COMMISSION  
**Submitted For:** Monica Nino, County Administrator  
**Department:** County Administrator  
**Referral No.:** IOC 22/5  
**Referral Name:** Advisory Body Recruitment  
**Presenter:** Julie DiMaggio Enea                      **Contact:** Julie DiMaggio Enea (925) 655-2056

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#### **Referral History:**

On December 12, 2000, the Board of Supervisors approved a policy on the process for recruiting applicants for selected advisory bodies of the Board. This policy requires an open recruitment for all vacancies to At Large seats appointed by the Board. The Board also directed that the IOC personally conduct interviews of applicants for At Large seats on several boards, committees, and commissions including the Contra Costa County Fire Protection District Advisory Commission. The Contra Costa County Fire Protection District Advisory Fire Commission includes ten (10) seats that are appointed by the Contra Costa County Board of Supervisors: Five (5) Supervisors District seats, Two (2) At-Large seats, and Three (3) Alternate seats that are filled in the same manner at At Large seats.

The Advisory Fire Commission's purpose is to review and advise on annual operations and capital budgets, review Fire District expenditures; advise the Fire Chief on district service matters; and serve as liaison between the Board of Supervisors and the community served by the fire district.

#### **Referral Update:**

On June 16, 2022, the IOC conducted interviews and considered the applicants listed below to fill vacancies in the At-Large #2 (area covered by the former East Contra Costa Fire Protection District) and Alternate #3 (countywide) seats on the CCCFPD Advisory Fire Commission for four-year terms that will expire on June 30, 2026.

#### **Eligible for At Large #2 Seat:**

David Dolter (Brentwood)  
Brian Oftedal (Brentwood)  
Justin Tabor (Discovery Bay)  
Susanna Thompson (Brentwood)

#### **Eligible for Alternate Seat:**

Richard Chapman, (Walnut Creek)  
David Dolter (Brentwood)  
Clayton Laderer, (Walnut Creek)  
Brian Oftedal (Brentwood)  
Justin Tabor (Discovery Bay)  
Susanna Thompson (Brentwood)

The Committee decided to nominate Brian Oftedal for the At Large #2 seat and Richard "Tom" Chapman for the Alternate seat, with instruction to staff that should Mr. Chapman decline the nomination, then the Committee will nominate Susanna Thompson for the Alternate seat. On June 21, 2022, Tom Chapman declined the nomination to the Alternate seat and Susanna Thompson accepted the nomination.

Due to a technical problem at the June 16, 2022 meeting, staff has relisted this matter for today's meeting to provide an additional opportunity for public comment prior to the IOC finalizing its recommendations to the Board of Supervisors.

**Recommendation(s)/Next Step(s):**

APPROVE recommendation to the Board of Supervisors to appoint Brian Oftedal to the At Large #2 seat and Susanna Thompson to the Alternate #3 seat of the Contra Costa County Fire Protection District Advisory Fire Commission to four year terms ending on June 30, 2026.

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**Attachments**

Media Release CCCFPD Advisory Fire Commission

Combined Fire District Map 2022

Application Richard Chapman CCCFPD Advisory Fire Comm.

Application David Dolter CCCFPD Advisory Fire Comm.

Application Clayton Laderer CCCFPD Advisory Fire Comm.

Application Brian Oftedal CCCFPD Advisory Fire Comm.

Application Justin Tabor CCCFPD Advisory Fire Comm.

Application Susanna Thompson CCCFPD Advisory Fire Comm.

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## Contra Costa County

County Administrator's Office • 1025 Escobar St., 4<sup>th</sup> Fl. • Martinez, CA 94553 • [www.contracosta.ca.gov](http://www.contracosta.ca.gov)

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**FOR IMMEDIATE RELEASE**

Monday, March 28, 2022

Contact: Julie DiMaggio Enea  
Phone: (925) 655-2056  
Email: [julie.enea@cao.cccounty.us](mailto:julie.enea@cao.cccounty.us)

**HELP PROTECT YOUR COMMUNITY!  
WOULD YOU LIKE TO SERVE ON THE ADVISORY FIRE COMMISSION?**

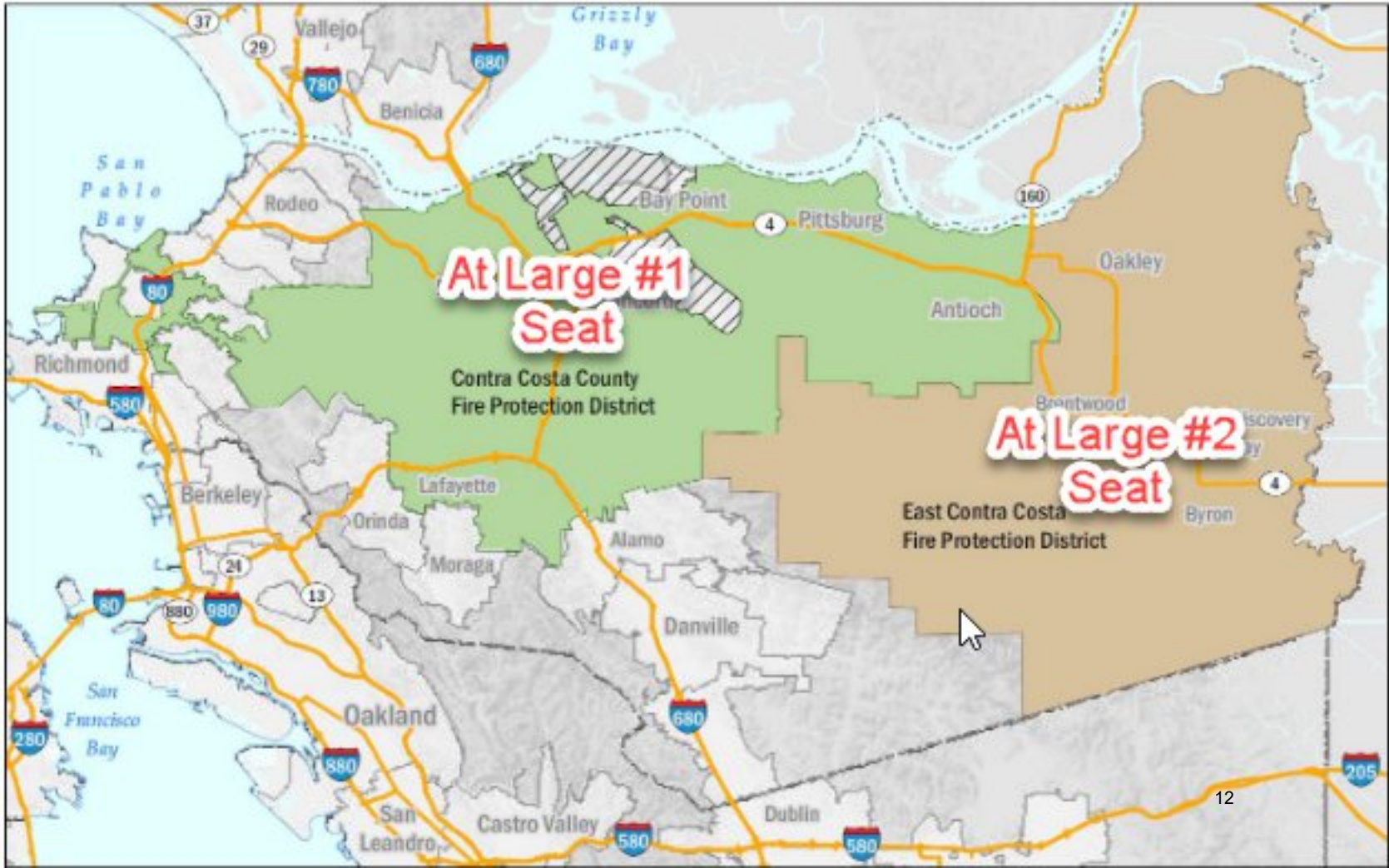
The Contra Costa County Board of Supervisors is seeking individuals to serve as At Large or At Large Alternate members of the Contra Costa County Fire Protection District's (CCCFPD) Advisory Fire Commission. The Commission is responsible for confirming cost of abatement reports; conducting weed abatement appeal hearings; approving surplus equipment declarations; reviewing CCCFPD operations and budget reports; and advising the Fire Chief on District service matters. The Commission also serves as a liaison between the Board of Directors and the community, and may be asked to perform other duties by the Board of Directors. Applicants must reside or work within the boundaries of the Fire District to be considered for appointment.

Regular meetings of the Advisory Fire Commission are held on the second Monday of even-numbered months at 7:00 p.m. in Concord. The appointments will be for full four-year terms beginning on July 1, 2022 and ending June 30, 2026. Commissioners are not compensated.

Application forms can be obtained from the Clerk of the Board of Supervisors by calling (925) 655-2000 or by visiting the County webpage at [www.contracosta.ca.gov](http://www.contracosta.ca.gov). Applications should be returned to the Clerk of the Board of Supervisors, County Administration Building, 1025 Escobar St., Martinez, CA 94553 no later than 5 p.m. on Friday, April 22, 2022. Applicants should plan to be available for public interviews in Martinez on Monday, May 9, 2022.

Further information about the Advisory Fire Commission can be obtained by contacting Latonia Ellingberg at [lelli@cccfd.org](mailto:lelli@cccfd.org) or (925) 941-3300 x1200 or by visiting the website <https://www.cccfd.org/advisory-fire-commission>.

###



**At Large #1  
Seat**

Contra Costa County  
Fire Protection District

**At Large #2  
Seat**

East Contra Costa  
Fire Protection District



Contra  
Costa  
County

Please return completed applications to:

Clerk of the Board of Supervisors

1025 Escobar Street, 1st Floor

Martinez, CA 94553

or email to: ClerkofTheBoard@cob.cccounty.us

**BOARDS, COMMITTEES, AND COMMISSIONS APPLICATION**

First Name

Richard T.

Last Name

Chapman

Home Address - Street

[Redacted]

City

Pleasant Hill

Zip Code

94523

Phone (best number to reach you)

[Redacted]

Email

[Redacted]

Resident of Supervisorial District:

4

**EDUCATION**

Check appropriate box if you possess one of the following:

High School Diploma

CA High School Proficiency Certificate

G.E.D. Certificate

Colleges or Universities Attended	Course of Study/Major	Degree Awarded	
Diablo Valley College	General Ed.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Los Madroños College	Fire Science	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
San Jose State College	Teacher Ed.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Other Training Completed:

Various Contra Costa Fire Training Classes

Board, Committee or Commission Name

CCC Fpd. Advisory Fire Commission

Seat Name

Advisory Fire Commissioner (at large)

Have you ever attended a meeting of the advisory board for which you are applying?

No

Yes If yes, how many?

approx. 10 years

Please explain why you would like to serve on this particular board, committee, or commission.

I have been an active member of the Contra Costa Co. Advisory Fire Commission for approx. 10 years and am requesting re appointment. (AT Large)

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

1) Employed as a Fire Fighter with Contra Costa Co. Fire, retiring as a Fire Captain (35 yrs of service)  
2) Approx. 10 years service on the Advisory Fire Comm.

I am including my resume with this application:

Please check one:

Yes

No

I would like to be considered for appointment to other advisory bodies for which I may be qualified.

Please check one:

Yes

No

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

Please check one:  Yes  No

List any volunteer and community experience, including any boards on which you have served.

Approx. 10 years on the Advisory Fire Commission

Do you have a familial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed below or Resolution no. 2011/55)

Please check one:  Yes  No

If Yes, please identify the nature of the relationship:

Do you have any financial relationships with the county, such as grants, contracts, or other economic relationships?

Please check one:  Yes  No

If Yes, please identify the nature of the relationship:

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand and agree that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

Signed:

[Redacted Signature]

Date:

Dec. 18, 2022

Submit this application to: [ClerkofTheBoard@cob.cccounty.us](mailto:ClerkofTheBoard@cob.cccounty.us) OR Clerk of the Board of Supervisors  
1025 Escobar Street, 1st Floor  
Martinez, CA 94553

Questions about this application? Contact the Clerk of the Board at (925) 655-2000 or by email at [ClerkofTheBoard@cob.cccounty.us](mailto:ClerkofTheBoard@cob.cccounty.us)

### Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: 1) file a Statement of Economic Interest Form also known as a Form 700, and 2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2011/55, a person will not be eligible for appointment if he/she is related to a Board of Supervisors member in any of the following relationships: mother, father, son, daughter, brother, sister, grandmother, grandfather, grandson, granddaughter, great-grandfather, great-grandmother, aunt, uncle, nephew, niece, great-grandson, great-granddaughter, first-cousin, husband, wife, father-in-law, mother-in-law, daughter-in-law, stepson, stepdaughter, sister-in-law, brother-in-law, spouse's grandmother, spouse's grandfather, spouse's granddaughter, and spouses' grandson, registered domestic partner, relatives of a registered domestic partner as listed above.
8. A person will not be eligible to serve if the person shares a financial interest as defined in Government Code §87103 with a Board of Supervisors Member.

# Application Form

## Profile

David \_\_\_\_\_ Dolter \_\_\_\_\_  
 First Name Middle Initial Last Name

\_\_\_\_\_ Suite or Apt  
 Home Address

Alamo \_\_\_\_\_ CA \_\_\_\_\_ 94507  
 City State Postal Code

\_\_\_\_\_ Primary Phone

\_\_\_\_\_ Email Address

### [District Locator Tool](#)

#### Resident of Supervisorial District:

District 3

Self \_\_\_\_\_ Principal \_\_\_\_\_  
 Employer Job Title

#### Length of Employment

10+ Years

#### Do you work in Contra Costa County?

Yes  No

#### If Yes, in which District do you work?

Various

#### How long have you lived or worked in Contra Costa County?

40+ Years

#### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

#### Which Boards would you like to apply for?

Contra Costa County Fire Protection District - Advisory Fire Commission: Submitted

**Seat Name**

At Large or At Large Alternate

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

CSUF

**Degree Type / Course of Study / Major**

Political Science

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

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**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No



## Other Trainings & Occupational Licenses

### Other Training A

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American Institute of Certified Planners (AICP)

### Certificate Awarded for Training?

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Yes  No

### Other Training B

---

### Certificate Awarded for Training?

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Yes  No

### Occupational Licenses Completed:

---

CAL DRE Brokers Licensee

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## Qualifications and Volunteer Experience

**Please explain why you would like to serve on this particular board, committee, or commission.**

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With the recent consolidation of fire services, it is important that East County continue to be represented at the county level on policy decisions involving fire protection, prevention and weed abatement services.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

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I am grateful to have a long history of voluntary local government public service in Contra Costa County including member and chair of the Town of Moraga Planning Commission, member of the county's Airport Advisory Committee, member of the Alamo Police Services Advisory Committee and I currently serve as a member of the City of Brentwood Planning Commission. Additionally, I have worked for five California cities including two as city manager. Finally, I understand the landowner and developer perspective on fire protection matters having been both. The attached bio provides further detail about additional volunteer work.

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Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

---

Yes  No

If Yes, please explain:

---

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

---

Yes  No

If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:

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If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

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Airport Advisory Committee, Alamo P2B

List any volunteer or community experience, including any advisory boards on which you have served.

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See above and attached bio.

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### **Conflict of Interest and Certification**

Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

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Yes  No

If Yes, please identify the nature of the relationship:

---

Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

---

Yes  No

If Yes, please identify the nature of the relationship:

---

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

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I Agree

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  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

## David Dolter

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California's development project approval process is complex, expensive, and time-consuming. David mitigates this by thorough due diligence and extensive land planning and project management experience. His practice includes real estate acquisition, project management and asset recovery for private, institutional, and public sector clients for projects located in Northern California and the Central Valley.



He has held senior development executive positions with large community developers and secured approvals for over 8,500 units and seven master planned communities. In addition, Dave is a recognized manager and team builder. He has managed organizations with over 1,100 employees, including co-founding a successful development company.

Integrating environmental protection with development is an area of expertise for Dave. He was one of the leaders in the conservation effort known as the San Bruno Mountain Area Habitat Conservation Plan (HCP) as a member of its Steering Committee. Also, he was the principal author of the Northeast Ridge Specific Plan, a land use protocol that included HCP implementation. Dave implemented the North Village Specific Plan for 2,500 homes, a community college campus, and 500 acres of preserved habitat and wetlands.

Prior to real estate development, Dave was the City Manager of Redondo Beach and the Executive Director of its redevelopment agency leading a team that developed the \$50M Harbor Center project consisting of a 175-room hotel and the acquisition/refurbishing of a blighted shopping center.

He has been active in many land planning organizations including the American Planning Association, the American Institute of Certified Planners (“AICP”), and the California Planning Roundtable. His extensive record of community service includes the City of Brentwood and Town of Moraga Planning Commissions, Contra Costa County Aviation Advisory Committee, Alamo Police Services Advisory Committee, Trilogy Vineyards Veterans Association, and Regent, John F. Kennedy University (JFKU). He is a licensed California Real Estate Broker with a BA in Political Science from CSU Fullerton.

### Projects:

- **Ferrari Ranch:** Atwater, 175+ acres; 2M SF retail, commercial, office, regional medical center, medical offices. Directed planning and entitlements; broker.
  - **Harbor Center:** 175-room hotel. Acquisition and refurbishment of a blighted shopping center; Directed city development team as Executive Director of the Redondo Beach Redevelopment Agency.
  - **Seaport Village:** Construction of a new parking structure adjacent to the Redondo Beach Pier providing a deck on which a multi-use visitor commercial facility was constructed by private development; Directed city development team as Executive Director of the Redondo Beach Redevelopment Agency.
  - **Santa Monica Place:** Construction of new downtown mall and parking structure; Member of executive planning team as the Assistant City Manager.
  - **Hotel del Coronado:** 600-room addition. Headed permit processing as Planning Director, City of Coronado.
  - **Coronado Shores:** 10, 15-story condo buildings. Headed permit processing as Planning Director, City of Coronado.
  - **Coronado Cays:** Master-planned marina community. Headed permit processing as Planning Director, City of Coronado.
  - **Independence Park:** Headed conceptual plan as Planning Director, City of Coronado.
  - **Northeast Ridge San Bruno Mt. Specific Plan:** Brisbane, 1,250 units; Primary author of Specific Plan.
  - **Foster City Holdings:** Foster City, 1,500 units. Re-entitled land portfolio.
  - **Antigua:** Foster City, 45 SFD; Re-entitled property; Co-founder; partner in development company.
  - **Seastrand:** Alameda, 26 SFD. Entitled land; directed sales and marketing; Co-founder, partner in development company.
  - **Stonegate:** Alamo, 65 SFD. Entitled land; directed sales and marketing; Co-founder, partner in development company.
  - **Seven Vines:** Livermore, 150 SFD. Directed planning and entitlements.
  - **Legacy Ridge:** Alamo, 14 SFD. Directed planning and entitlements.
  - **Alamo 37:** Alamo, 37 SFD. Directed planning and entitlements.
  - **Cypress Grove:** Brentwood, 450 SFD. Directed planning and entitlements.
  - **North Village:** Vacaville, 2,100 units, college site, retail. Directed planning and entitlements.
  - **Gold Ridge:** Fairfield, 1,400 SFD; Directed planning and entitlements.
  - **Lantern Cove/Schooner Bay:** Foster City, 600 MFD; Directed planning and entitlements.
  - **WildWings:** Yolo County, 135 SFD. Acquired land; Directed planning and entitlements.
  - **Northeast Specific Plan Area:** Rohnert Park, 1,000 units. Directed planning and entitlements.
  - **The Ranch on Silver Creek:** San Jose, 575 units. Directed planning and entitlements.
  - **Benicia Business Park:** Benicia, 535 acres. Directed planning and entitlements.
  - **Dixon Holdings:** Dixon, 125 SFD. Directed planning and entitlements.
  - **West SF Bay:** 250 telecom sites. Directed planning, entitlements, acquisition, construction design.
  - **Willow Village Square:** San Jose, 14 units. Directed entitlements.
  - **Napa Oaks:** Napa, 86 SFD. Directed planning and entitlements.
- Buchanan Airfield Hangars:** Concord, 39 aircraft hangars, 22,000 sf office space. Project management/permits.

# Application Form

## Profile

Clayton

First Name

Laderer

Last Name

Middle Initial

[Redacted]

Home Address

Suite or Apt

Walnut Creek

City

CA

State

94596

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 4

Los Medanos College

Employer

Lead Fire Instructor

Job Title

### Length of Employment

10 years

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

4

### How long have you lived or worked in Contra Costa County?

16 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Contra Costa County Fire Protection District - Advisory Fire Commission: Submitted

**Seat Name**

At Large Alternate #3

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

7+

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**Education**

**Select the option that applies to your high school education \***

G.E.D. Certificate

**College/ University A**

**Name of College Attended**

Touro University

**Degree Type / Course of Study / Major**

MSPAS and MPH

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

Western International University

**Degree Type / Course of Study / Major**

BS International Business

**Degree Awarded?**

Yes  No

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**College/ University C**

**Name of College Attended**

Mesa Community College

**Degree Type / Course of Study / Major**

AAS Fire Science

**Degree Awarded?**

Yes  No

**Other Trainings & Occupational Licenses**

**Other Training A**

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

Physician Assistant

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

My passion for safety and health of my community is what drives me to see a seat with this commission.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

Being a retired Firefighter/Paramedic as well as as Physician Assistant gives me some insight into emergency response, preparedness and community health.

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No



If Yes, please explain:

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Are you currently or have you ever been appointed to a Contra Costa County advisory board?

Yes  No

If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:

Fire Advisory Committee

If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

Fire Advisory Committee

List any volunteer or community experience, including any advisory boards on which you have served.

Fire Advisory Committee

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### Conflict of Interest and Certification

Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

Yes  No

If Yes, please identify the nature of the relationship:

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Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

Yes  No

If Yes, please identify the nature of the relationship:

---

**Please Agree with the Following Statement**

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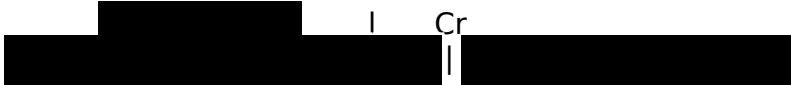
I Agree

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# CLAYTON LADERER



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## PROFESSIONAL PROFILE

Highly trained Physician Assistant, Firefighter, Paramedic, and pilot completed dual program for Master of Public Health and Master of Physician Assistant Studies.

Career highlights include:

- 15 years' Experience with Fire Department and US Military
- Iraq War Zone Experience (2004)/Afghanistan (2021)
- FEMA Hurricane Katrina Response Experience (2005)
- FEMA National Incident Management System Experience
- Management Experience
- Mission Focused
- Educator experience
- Liaison experience

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### Academic Experience

**Master of Science** (Physician Assistant)/ **Master of Public Health**; Touro University, August 2012 - June 2015

**Bachelor of Science** (International Business); Western International University, October 2003 - Nov 2006

**Associate of Science** (Fire Science); Mesa Community College, June 2002

### Work Experience

#### Fire Service

**Fire Commissioner at Large** January 2020 - Present  
*Contra Costa County Fire Protection District.* Encourage a community forum for public discussion in regards to Fire Department services, programs/activities and administration for Contra Costa County Fire Protection District.

**Fire Academy Instructor** August 2012 - Present  
*Los Medanos College.* Expertly provide instruction in emergency equipment, fundamentals of fire ground operations, and response procedures. Develop, coordinate, manage, evaluate, and critique drill scenarios. Liaison with local Fire Departments concerning training & program development.

**Firefighter/Paramedic**  
*San Francisco Fire Department.* August 2002 - February 2009  
*Tempe Fire Department.* August 1998 - August 2002  
*Rural Metro Fire Department.* April 1996 - August 1998

Expertly provided fire protection, prevention, training and emergency medical services. Entered hazardous environments to assess and gain control of natural disasters and accidents/incidents impacting public health and safety. Evaluated and treated victims of disasters and accidents as well as managed patient care on emergency scenes. Served as a Paramedic Preceptor.

**\*Paramedic** (took leave from SFFD to serve in Iraq) February 2004 - August 2004

*KBR Services.* Provided medical services to civilian contractors and Iraqi nationals in a war-zone environment. Competently established clinics at coalition sites, while supporting U.S. efforts in Operation Desert Storm/Shield. Set up clinics in Al Hillah and Karbala.

**Damage Control Fireman** July 1993 - June 1995  
*U.S. Navy.* Managed and provided shipboard fire protection. Organized, supervised, and critiqued training. Conducted inspections to ensure safety. Secret security clearance. Honorable Discharge.

### **Physician Assistant**

*Human Longevity Inc., South San Francisco, CA.* June 2021 - Present  
Manage clinic operations. Setup clinic flows, procedures, hiring, training and provide medical expertise. Provide concierge care to Nationwide and International VIP clients. Liaise with Massachusetts General Hospital specialist.

*Caliburn International, Kabul, Afghanistan* September 2020 - Aug 2021

Provided medical expertise and care at the US Embassy in Kabul. Attended daily security briefings, liaised with key members and provided medical expertise at various request of business units.

*BASS Urgent Care, Walnut Creek, CA.* March 2020 - December 2020

*John Mui Urgent Care, Concord CA.* February 2018 - March 2020

*Sutter Urgent Care, Antioch, CA.* October 2015 - Dec 2018

Clinic management. Provide Medical evaluation and management. Perform procedures, such as, I&D's, sutures, splinting, injections, etc. June 2019 - transitioned over to Cardiac Electrophysiology services for JMH.

*Chevron Corporation, San Ramon, CA.* July 2017 - July 2018

As Clinic Supervisor, my responsibility encompassed: performing various medical exams, travel health consults and biomedical surveillance exams. Responsible for clinic administration, budget, training, and staff supervision. Participate in clinic process improvement teams, liaison with other domestic and international medical clinics. Maintains and communicates expertise on health risk and specific country requirements to domestic and international staff. Coordinate clinic marketing by coordinating open houses and health fairs. Provide professional support on special projects and other activities when assigned by Regional Director.

*Northbay Healthcare, Fairfield, CA.* August 2016 - July 2017  
Provide Orthopedic Trauma care in the outpatient clinic, inpatient management, and first assist in surgery.

### **Commercial Pilot (First Officer)**

*SkyWest Airlines and Great Lakes Airlines.* July 2010 - May 2011

Proficiently provided safe transport of passengers and assisted with hundreds of flight operations. Knowledgeably communicated and coordinated with traffic control and ground crew. Constantly verified and managed technical flight information as operations progressed. Continually assessed passenger safety, including imminent and latent dangers to the airplane.

### **Professional License/Certification**

NCCPA Certified  
California State Physician Assistant  
NIOSH Hearing Conservation & Spirometry  
National Registry & CA Paramedic

Advanced Cardiac Life Support and Basic  
Life Support  
Pediatric Advanced Life Support  
International Trauma Life Support

Advanced Medical Life Support  
Tactical Combat Casualty Care  
CA State Fire Instructor & Evaluator  
Firefighter I & II (CA & AZ)  
Hazardous Materials First Responder  
Confined Space Rescue  
Nuclear/Radiological Monitoring (Train-the-  
Trainer)  
Rope Rescue I & II  
IS-200, 300, 700, 800

# Application Form

## Profile

Brian J Oftedal  
 First Name Middle Initial Last Name

Home Address Suite or Apt  
 Brentwood CA 94513  
 City State Postal Code

Primary Phone

Email Address

### [District Locator Tool](#)

#### Resident of Supervisorial District:

District 3

Oakland Fire Department Captain of Fire  
 Employer Job Title

#### Length of Employment

21 years

#### Do you work in Contra Costa County?

Yes  No

#### If Yes, in which District do you work?

However, I am a current Fire Board Director for ECCFPD

#### How long have you lived or worked in Contra Costa County?

21 years

#### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

#### Which Boards would you like to apply for?

Contra Costa County Fire Protection District - Advisory Fire Commission: Submitted

**Seat Name**

At Large- Seat 2

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

4

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

Columbia Southern University

**Degree Type / Course of Study / Major**

BS Emergency Medical Services Administration (In Process)

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

**Other Trainings & Occupational Licenses**

**Other Training A**

Paramedic (State of California)

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

Fire Officer (CSFM)

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

Licenses and Certifications are listed in Curriculum Vitae (CV) attached to this application.

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

Since October 2016, I have served as a Fire Board Director for the East Contra Costa Fire Protection District (ECCFPD). Initially appointed by the City of Oakley, serving the dependent special district and then elected in November 2018, as the district became an independent special district. As ECCFPD is expected to annex into the Contra Costa County Fire Protection District (CCCFPD) in July 2022 and the current ECCFPD Fire Board will be dissolved, I believe that I can provide historical perspective and value, from my time served on the Board. I have also built strong relationships with community members in East Contra Costa County, as well as Elected Officials throughout the State of California. I believe that I am level headed, have excellent communication skills and the ability to build consensus. For all of the reasons above, I would respectfully ask that you consider my appointment to this commission.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

In June 2017 I was appointed as the Vice President of the ECCFPD Fire Board. I served in that position until January 2018, when I was appointed as the Board President. I have continuously served as the Board Chair since 2018 and have been humbled by the confidence of my fellow Board Directors, to keep me in Chair position. During that time I have attended the 2017 and 2018 Special District Leadership Academy and have received recognition in Special District Governance. In March 2020, I received the EMS Advocate of the year award, from the National Association of Emergency Medical Technicians. As you will see from my CV, I have a significant amount of experience and understanding of the Fire Service, Emergency Medical Services and Public Safety. I have been identified as a Subject Matter Expert in the related fields above and believe I would blend nicely with the current Advisory Fire Commission.



Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

I am employed by the Oakland Fire Department and I am a member of California Task Force 4 (CATF-4), which is a Federal Emergency Management Agency (FEMA) Urban Search & Rescue Task Force. There is the potential that I could be deployed to a local, state or federal disaster. That being said, my employment and involvement with CATF-4 did not impact my attendance of ECCFPD meetings.

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

N/A

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

N/A

**List any volunteer or community experience, including any advisory boards on which you have served.**

Interagency Board (IAB): Emergency Preparedness and Response Standards Coordination Team (2019-present) American Red Cross, Tri-Valley Service Center: Contra Costa County Leadership Council Director/Ambassador (2018-present) and Member/Volunteer serving on multiple teams and committees since 1995. East Contra Costa Fire Protection District: Fire Board President/Director (2016-present) Oakley Oversight Board to the Successor Agency of the Oakley Redevelopment Agency (2017-2018) City of Oakley Leadership Academy Graduate (2016) California Disaster Healthcare Volunteers: Volunteer Paramedic (2011-present) Urban Search and Rescue: Swift Water Rescue Technician (2010-present) Bay Area Paramedic Journal Club: Program/Clinical Director (2005-present) and Member/Volunteer since 1998. Urban Search and Rescue (USAR-CATF-4): Medical Specialist (2005-present) Alameda County EMS Quality Council: Member/Volunteer (2004-2015)

---

## **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors?  
(Please refer to the relationships listed under the "Important Information" section below or  
Resolution No. 2021/234)**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

N/A

**Do you have any financial relationships with the County such as grants, contracts, or other  
economic relationships?**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

N/A

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct  
to the best of my knowledge and belief, and are made in good faith. I acknowledge and  
undersand that all information in this application is publicly accessible. I understand that  
misstatements and/or omissions of material fact may cause forfeiture of my rights to serve  
on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

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  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Brian J. Oftedal

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## SUMMARY

Fire Captain and EMT-Paramedic with 25 years' experience in fire protection and emergency response serving one of California's most densely populated regions. Committed volunteer with past concurrent roles as Aircraft Rescue Firefighter (ARFF) Program Manager and Terrorism Liaison Officer Program Coordinator (TLO-C). Consistent service in leadership and advocacy capacities to support sustainable public policy, efficient fire district organization and operations, and development of emergency response professionals in modern tactics and technology. Subject matter expert in tactical medical team management, violent-incidents response including active-shooter and multi-casualty response, urban search and rescue, aircraft rescue firefighting, and inter-agency coordination for homeland security and terrorism prevention. Dynamic presenter and dedicated teacher, trainer and mentor for firefighters and emergency response personnel with 10 years in continuing education program development and coordination. Skilled communicator known for proactive community outreach, consensus building, and collaboration between multiple agencies for more effective and unified emergency response.

## KEY COMPETENCIES

- Emergency Response Procedures
- Fire Prevention & Protection
- Facility and Equipment Maintenance
- Policy Development & Enforcement
- Community Outreach & Education
- Budget Planning and Management

- Public Agency Resource Allocation
- Staff Development & Leadership
- Teaching, Training & Mentoring
- Continuing Education Program Development

## PROFESSIONAL EXPERIENCE

---

**CITY OF OAKLAND FIRE DEPARTMENT**, Oakland, CA

09/2000-present

Captain/Paramedic (02/2015-present)

Lieutenant/Paramedic (12/2005-02/2015)

Firefighter/Paramedic (09/2000-12/2005)

### **Captain/Paramedic** (02/2015-present)

Managed emergency response preparedness and daily scheduling (Telestaff Officer) for 25 fire stations in the City of Oakland. Managed operations for assigned stations. Led pre-incident planning and equipment, facilities maintenance, local building inspections, and in-service training for station personnel. Assumed command in absence of Battalion Chief, established supervision on calls, and enforced discipline, rules and regulations. Oversaw incident documentation, records management, and community relations. Volunteered in various leadership roles including Aircraft Rescue Firefighter Program Manager and Terrorism Liaison Officer Program Coordinator.

- Managed daily shift scheduling and forecasting for 25-station, 500-member Oakland Fire Department, ensuring adequate staffing and efficient allocation of public resources.
- Qualified and served as Acting Battalion Chief when needed.
- As Aircraft Rescue Firefighter Program Manager, established several committees that improved communication and collaboration between multiple agencies for more effective and unified emergency response while getting more people involved to spread heavy workloads, generate innovative ideas, and facilitate succession planning. Ensured consistent compliance with FAR-139 requirements.
- Continued serving as Terrorism Liaison Officer Program Coordinator.

### **Lieutenant/Paramedic** (12/2005- 02/2015)

As first-line working supervisor, oversaw operational and administrative functions for assigned fire stations. Coordinated staffing schedules, ordered station supplies, supervised local building inspections, and provided in-service training for station personnel. Assumed command in absence of Captain, established supervision on calls, and enforced discipline, rules and regulations. Participated in emergency medical, rescue, fire suppression, and clean-up operations. Maintained logs, completed forms, and prepared reports and correspondence.

- As Terrorism Liaison Officer Program Coordinator, recognized by the Northern California Regional Intelligence Center for most active fire department after growing program from 20 to 115 members engaged in training and continuous professional development for effective response and information gathering to prevent terrorism.
- Established and managed Tactical Emergency Medical Support group and active-shooter training program to improve Unified Response to Violent Incidents rescue task force. Coordinated with local and state agencies, developed curriculum, and delivered training to entire fire department.
- As part of Urban Shield program for 13 years, participated in annual 72-hour training of SWAT teams in active-shooter response and multi-casualty incidents for Alameda County.
- Secured over \$300K in FEMA funding for equipment, supplies, and training, providing triage kits to every fire truck and engine in Oakland, plus PPE including ballistic vests and helmets for firefighters to enable more active and coordinated violent-incident response.
- Quickly developed rapport with new fire chiefs and maintained consistent communication within multiple agencies under continuously changing leadership.

- Earned Certificate of Appreciation in recognition for outstanding service to Oakland Fire Department as volunteer Oral Board Panelist (2008).

**Firefighter/Paramedic** (09/2000-12/2005)

Performed full range of duties related to the protection of life and property under emergency and hazardous conditions, including fire suppression, fire prevention, rescue, Basic and Advanced Life Support and emergency care, public education, incident clean-up, and salvage and overhaul. Served as first responder to emergency calls requiring basic and advanced emergency medical services. Performed related duties as assigned.

- Received numerous commendations from leadership for valor and outstanding job performance.

**EAST CONTRA COSTA FIRE PROTECTION DISTRICT**, Contra Costa County 10/2016-present

**Elected Director** (11/2018-present)

**President of Fire Board** (01/2018-present)

**Vice President of Fire Board** (06/2017-01/2018)

**Appointed Director** (10/2016-11/2018)

Appointed and later elected to serve as a Fire Board Director for the East Contra Costa Fire Protection District (ECCFPD). Established in 2002 with the consolidation of the Bethel Island, East Diablo, and Oakley-Knightsen Fire Protection Districts, the ECCFPD provides firefighting personnel and emergency medical services to the residents and businesses in Brentwood, Oakley, Discovery Bay, Bethel Island, Knightsen, Byron, Marsh Creek, and Morgan Territory, protecting more than 128,000 residents over 249 square miles.

- As elected Director of 5-member Board, developed policy and provided direction to fire chiefs of East Contra Costa Fire Protection District.
- Initiated consolidation of ECCFPD into Contra Costa County Fire Protection District, responding to long-term community appeals and driving resolution to more than two decades of operational problems and service level deficits.
- Led Board in strategic reorganization of District and funding structure for financial stability and sustainable allocation of resources to support future fire response for projected population growth. Updated developer impact fees and established centralized Community Facility District to ensure adequate funding for future staffing of fire stations. Addressed retention and succession planning to ensure future stability in labor and leadership.
- Engaged elected officials and agency representatives at local, state and federal level, established business partnerships, and involved EMS professionals in public education and advocacy to support legislation that benefits local communities.
- Recognized with EMS Advocate of the Year Award, 2020: National Association of Emergency Medical Technicians.

**PRIORITY 1 CONSULTING**, Brentwood, CA

03/2006-present

**Consultant/Trainer/Coach**

Dedicated private consulting to training and mentoring candidates pursuing civil service careers in emergency services.

- Consulted as SME in civil service hiring process and served on countless interview panels and assessment centers.
- Provided emergency response training and coaching to individuals and public service agencies. Developed and delivered training curriculum including active-shooter and stop-the-bleed classes (Unified Response to Violent Incidents and Rescue Task Force Response).

- Achieved extraordinary success rate with more than 95% of individual coaching clients getting hired.
- Built and managed sustainable business on 100% direct referral with no advertising.
- Established Fire Watch service providing trained contractors to monitor facilities during special events, construction projects, and system shutdowns for infrastructure upgrades.

**BAY AREA PARAMEDIC JOURNAL CLUB**, San Francisco Bay Area, CA 07/1998-present  
**Program/Clinical Director** (03/2008-present)  
**Member** (07/1998-present)

Co-led collaboration to reorganize club into one of premier continuing education and networking venues on the West Coast.

- Transformed continuing education programming and member participation in leadership opportunities.
- Established 501(c)3 and restructured organizational operations, administration, and fiscal oversight.
- Hosted quarterly CEU professional development events that contributed to membership growth of 800%.

**AMERICAN MEDICAL RESPONSE**, San Leandro, CA 06/1996-10/2011  
**EMT-Paramedic** (05/1998-10/2011)  
**EMT** (06/1996-05/1998)

Utilized BLS/ACLS Basic and Advanced Life Support skills to care for the sick and injured. Provided medical care and ambulance transportation in Alameda County. Served as Paramedic Preceptor and Field Training Officer.

- Balanced concurrent full-time roles as EMT-Paramedic and FTO for AMR with Lieutenant/Paramedic (2005-2015) and Firefighter/Paramedic (2000-present) for Oakland Fire Department.
- Completed AMR Explorer program in high school while studying for EMT and completed EMT certification by high school graduation.
- Accredited as Preceptor (10/2000)

**BETHEL ISLAND FIRE PROTECTION DISTRICT**, Bethel Island, CA 10/1999-04/2002  
**Firefighter/Paramedic** (10/1999-04/2002)

Deployed out of Station 95 in East Contra Costa County. BIFPD eventually consolidated with East Contra Costa Fire Protection District, as it is known today.

- Volunteered to serve in on-call capacity to ensure adequate response manpower and district coverage.
- Mentored high-school students in local ROP program.

## VOLUNTEERING & COMMUNITY LEADERSHIP

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**Interagency Board (IAB):** Emergency Preparedness and Response Standards Coordination Team (2019-present)

**American Red Cross, Tri-Valley Service Center:** Contra Costa County Leadership Council Director/Ambassador (2018-present) and Member/Volunteer serving on multiple teams and committees since 1995.

**East Contra Costa Fire Protection District:** Fire Board President/Director (2016-present)

**California Disaster Healthcare Volunteers:** Volunteer Paramedic (2011-present)

**Urban Search and Rescue:** Swift Water Rescue Technician (2010-present)

**Bay Area Paramedic Journal Club:** Program/Clinical Director (2005-present) and Member/Volunteer since 1998.

**Urban Search and Rescue (USAR-CATF-4):** Medical Specialist (2005-present)

**Alameda County EMS Quality Council:** Member/Volunteer (2004-2015)

**Oakland Fire Dept:**

- Unified Response to Violent Incidents Program Manager (2013-present)
- Tactical Paramedic (2013-present)
- Tactical Emergency Medical Support group (2012-present)
- Wildland Strike Team Committee Member (2012-present)
- Terrorism Liaison Officer Coordinator (2010-present)
- Aircraft Rescue Firefighter (2004-present)
- Urban Shield, EMS Branch: Overhead Staff, Evaluator, Trainer (2007-2019)
- Battalion Training Officer (2006-2015)
- Battalion Safety Officer (2006-2015)

## TEACHING & TRAINING

---

**Subject Matter Expert** to validate certification test bank for active-shooter course manual developed by the International Fire Service Training Association (08/2021)

**Skills Instructor:** Las Positas Community College EMT program. Assisted for 3 years. (08/1997-06/2000)

**Adjunct/Skills Instructor:** Hospital Consortium Paramedic training program. Trained 60 paramedic students. (08/1999)

**Adjunct Instructor:** Los Medanos Community College Firefighter Academy. Assisted with Firefighter 1 curriculum education for a class of 24 students. (08/2000)

**Instructor:** RT-130, Oakland Fire Dept. Annual wildland fire safety training refresher course. Trained classes of 30 participants. (2011-2015)

**Instructor:** RT-130, Oakland Fire Dept. Annual wildland fire safety training refresher course. Trained 30 participants. (05/2011)

**Adjunct Instructor:** Fire Control 5, Aircraft Rescue Firefighter, California State Fire Marshal program. Trained 26 participants. (05/2008)

**Adjunct Instructor:** Fire Control 5, Aircraft Rescue Firefighter, California State Fire Marshal program, Oakland Fire Dept. Trained 24 participants. (2008-2010)

**Field Training Exercise Instructor:** Unified Response to Violent Incident/ Active Shooter, Oakland Fire Dept. Trained close to 300 participants which included EMT's, paramedics, firefighters and law enforcement officers. This event was at Oakland High School and used moulage victims. (05/2015)

**Approved Instructor:** California State Fire Training (01/2006-present)

## AWARDS & RECOGNITION

---

NAEMT (National Association of Emergency Medical Technicians): Legislative Advocacy Award (2020)

Heart of EMS Award: Alameda County EMS (2016)

Firefighter of the Year: Kiwanis Club of Oakland (2012)

"All-Star" Award Nomination, America's Most Wanted: Community and Peers (2011)

Paramedic of the Year: Oakland Fire Department & Alameda County EMS (2010)



Certificate of Appreciation, recognition for perfect attendance: Oakland Fire Department (2003)  
Dedicated Service Award, 10 Years: American Medical Response (2006)  
Most Valuable Volunteer of the Year: American Red Cross, Tri-Valley Service Center (1996)

## PROFESSIONAL AFFILIATIONS

---

Contra Costa County Fire Commissioners Association (2016-present)  
International Public Safety Association, IPSA, (2015-present)  
International Association of Fire Chiefs, IAFC (2015-present)  
Tactical Medical Association of California, TMAC (2012-present)  
California State Tactical EMS Advisory Committee (2012-2018)  
San Francisco Paramedic Association (2008-2016)  
California Professional Firefighters, CPF (2005-present)  
International Association of Fire Fighters, IAFF (2000-present)  
California State Firefighters' Association, CSFA, (1998-present)  
Bay Area Paramedic Journal Club (1998-present)  
National Association of Emergency Medical Technicians, NAEMT (1996-present)

## EDUCATION & TRAINING

---

LOS MEDANOS COLLEGE, Pittsburg, CA (2000 and 2021)  
Occupational Work Experience in Fire Technology coursework (05/2021)  
Firefighter 1, Academy Certificate (07/2000)

SAMARITAN TRAINING CENTER (Paul Cline & Associates), Vacaville, CA (1997-1998)  
EMT-Paramedic Certificate (04/1998)

- Completed program to obtain California State Paramedic License and National Registry Paramedic Certification.
- Achieved California State Paramedic License, #P14703 (04/1998).
- Achieved National Registered Paramedic Certification, #P0893704 (04/1998).

LOS POSITAS COMMUNITY COLLEGE, Livermore, CA (1995-1996)

EMT (Emergency Medical Technician) Certificate

- Completed EMT program on nights and weekends while in high school.
- Achieved Alameda County EMT Accreditation, License #96-0491 (05/1996).
- After program completion, recruited to return and assist as an adjunct/skills instructor under the direction of Captain Josh Gadkin.

## PROFESSIONAL CERTIFICATION & LICENSURE

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**Cardiac Arrest Survival Summit**, multiple courses: Center for Healthcare Education certificate (12/2021)

**Harassment Prevention Training for Board Members**: California Special Districts Association certificate (04/2021)

**AB1234 Ethics Training**: Hanson Bridgett LLP course (01/2021)

**Advanced Cardiac Life Support**: American Heart Association certification (03/2020)

**Pediatric Advanced Life Support**: American Heart Association certification (02/2020)

**Special District Leadership Academy Advanced Coursework**: California Special Districts Association certificate (04/2018)

**Recognition in Special District Governance**: California Special Districts Association certificate (10/2017)

**Governance Foundations:** California Special Districts Association certificate (09/2017)

**Special District Leadership Academy:** California Special Districts Association certificate, (07/2017)

**Biological Incidents Awareness:** National Academy for Biomedical Research and Training, Academy of Counter-Terrorist Education certificate (09/2014)

**Site Protection through Observational Techniques:** National Center for Biomedical Research and Training, Academy of Counter-Terrorist Education certificate (09/2014)

**Unified Response to Violent Incidents (Train-the-Trainer):** California Fire Fighter Joint Apprenticeship Committee certification (04/2014)

**Pre-Hospital Trauma Life Support:** NAEMT National Association of EMTs (02/2010)

**International Trauma Life Support, Advanced Provider:** International Trauma Life Support certification, (03/2014)

**Tactical Medicine (Module C):** International School of Tactical Medicine certification (08/2013)

**FEMA Safety Officer, NIMS ICS All-Hazards (E-954):** FEMA-US Department of Homeland Security certification (05/2013)

**Tactical Medicine (Module A & B):** International School of Tactical Medicine certification (04/2012)

**Helo-Aquatic Rescue Training:** California Fire & Rescue Training Authority, Cal EMA certification (03/2013)

**SEMS Position Specific Training, Logistics Training:** California Specialized Training Institute, Cal EMA certificate (10/2012)

**Medical Unit Leader (S-359):** Fire Management Consultant International certificate (01/2011)

**Swiftwater Rescue Operations:** C&C Instructional Services certification (06/2010)

**Cal-JAC Fire Officer:** Cal-JAC (California Joint Apprenticeship Committee), California State Fire Marshal certification (05/2009)

**ICS-400 (Advanced ICS, Incident Command System):** California State Fire Marshal certificate (10/2008)

**Terrorism Liaison Officer Basic, Intermediate, Advanced (TLO-B, TLO-I, TLO-A):** Governor's Office of Emergency Services, California Specialized Training Institute certificates (12/2007)

**Trench Rescue:** California State Fire Marshal, FSTEP certificate (04/2007)

**USAR Medical Team Training:** FEMA-US Department of Homeland Security certificate (03/2007)

**National Fire Incident Reporting System:** FEMA-National Fire Academy course (07/2006)

**Fire Service Supervision:** FEMA-National Fire Academy course (06/2006)

**Emergency Medical Services Operations at Multi-Casualty Incidents:** FEMA-National Fire Academy course (04/2006)

**Emergency Response to Terrorism:** FEMA-National Fire Academy course (04/2006)

**Wildland Urban Interface Fire Operations:** FEMA-National Fire Academy course (04/2006)

**Decision Making & Problem Solving (IS-00241):** FEMA-Emergency Management Institute course (02/2006)

**Effective Communication (IS-00242):** FEMA-Emergency Management Institute course (02/2006)

**ICS S-215 (Urban Interface):** California State Fire Marshal, FSTEP certificate (02/2006)  
**Leadership & Influence (IS-00240):** FEMA-Emergency Management Institute course (02/2006)  
**ICS for Single Resources and Initial Action Incidents (IS-00200):** FEMA-Emergency Management Institute certificate (01/2006)  
**FSTEP (Fire Service Training and Education Program) Instructor:** California State Fire Marshal, FSTEP certification (01/2006)  
**Fire Control 5 Instructor:** California State Fire Marshal approval (01/2006)  
**Introduction to the Incident Command System, ICS-100 (IS-00100):** FEMA-Emergency Management Institute course (01/2006)  
**National Response Plan (IS-00800):** FEMA-Emergency Management Institute course (01/2006)  
**National Incident Management System (IS-00700):** FEMA-Emergency Management Institute course (11/2005)  
**Cal-JAC Journeyman:** Cal-JAC (California Joint Apprenticeship Committee), California State Fire Marshal certification (03/2005)  
**S-445 Training Specialist:** National Wildfire Coordinating Group certificate (01/2005)  
**Airport Rescue Firefighter (Fire Control 5, Aircraft Rescue and Firefighting):** California State Fire Marshal certification (04/2004)  
**Fire Officer:** California State Fire Marshal certification #018252 (01/2004)  
**ICS-300 (Intermediate ICS):** California State Fire Marshal certification (11/2003)  
**Fire Apparatus Driver/Operator 1A, 1B:** California State Fire Training certifications (07/2003)  
**Fire Command 1B:** California State Fire Marshal certification (03/2003)  
**Fire Investigation 1A:** California State Fire Marshal certification (03/2003)  
**Fire Management 1:** California State Fire Marshal certification (03/2003)  
**Fire Command 1A:** California State Fire Marshal certification (02/2003)  
**Fire Instructor 1B:** California State Fire Marshal certification (11/2002)  
**Fire Instructor 1A:** California State Fire Marshal certification (11/2002)  
**Fire Fighter 2:** California State Fire Marshal certification #034093 (07/2002)  
**Prevention 1B:** California State Fire Marshal certification (02/2002)  
**Prevention 1A:** California State Fire Marshal certification (01/2002)  
**Fire Fighter 1:** California State Fire Marshal certification #038755 (04/2001)  
**ICS-200 (Basic ICS):** California State Fire Marshal certification (10/2000)  
**S-130:** National Wildfire Coordinating Group certificate (07/2000)  
**S-190:** National Wildfire Coordinating Group certificate (07/2000)  
**Auto Extrication:** California State Fire Marshal, FSTEP certification (06/2000)  
**Hazardous Materials First Responder, Operational:** California Specialized Training Institute certification (06/2000)  
**I-200:** National Wildfire Coordinating Group certification (06/2000)  
**Confined Space Rescue Awareness:** California State Fire Marshal, FSTEP certification (04/2000)  
**Swiftwater First Responder:** Rescue 3 International certification (04/2000)  
**Alameda County Paramedic:** Alameda County EMS District, Healthcare Services Agency accreditation, license #P14703 (04/1998)

**California State Paramedic:** California Emergency Medical Services Authority, license #P14703 (04/1998)

**National Registered Paramedic:** National Registry of Emergency Medical Technicians (NREMT) certification #P0893704 (04/1998)

**Alameda County Emergency Medical Technician:** Alameda County EMS District, Healthcare Services Agency accreditation, license #96-0491 (05/1996)

# Application Form

## Profile

Justin \_\_\_\_\_ K \_\_\_\_\_ Tabor \_\_\_\_\_  
 First Name Middle Initial Last Name

\_\_\_\_\_ Suite or Apt  
 Home Address

Discovery Bay \_\_\_\_\_ CA \_\_\_\_\_ 94505 \_\_\_\_\_  
 City State Postal Code

\_\_\_\_\_ Primary Phone

\_\_\_\_\_ Email Address

### [District Locator Tool](#)

#### Resident of Supervisorial District:

District 3

City Of Vacaville \_\_\_\_\_ Firefighter \_\_\_\_\_  
 Employer Job Title

#### Length of Employment

#### Do you work in Contra Costa County?

Yes  No

#### If Yes, in which District do you work?

#### How long have you lived or worked in Contra Costa County?

3 Years

#### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

#### Which Boards would you like to apply for?

Contra Costa County Fire Protection District - Advisory Fire Commission: Submitted

#### Seat Name

Have you ever attended a meeting of the advisory board for which you are applying?

Yes  No

If Yes, how many meetings have you attended?

---

---

---

## Education

Select the option that applies to your high school education \*

High School Diploma

### College/ University A

Name of College Attended

Columbia Southern University

Degree Type / Course of Study / Major

Bachelors Fire Administration

Degree Awarded?

Yes  No

### College/ University B

Name of College Attended

Chabot College

Degree Type / Course of Study / Major

Fire Science

Degree Awarded?

Yes  No

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### College/ University C

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes  No

## Other Trainings & Occupational Licenses

### Other Training A

---

Certificate Awarded for Training?

Yes  No

### Other Training B

---

Certificate Awarded for Training?

Yes  No

Occupational Licenses Completed:

---

---

## Qualifications and Volunteer Experience

Please explain why you would like to serve on this particular board, committee, or commission.

---

I currently work as a firefighter in a neighboring county. I feel my professional knowledge and experience in all realms of the fire service sets me up to be a valuable contributing member of this commission. My knowledge of the state weed abatement recommendations and requirements directly translates to the county in which I live and enjoy. I feel that my experience in the mitigation and management of wildland fires will directly correlate to the position in which I am applying.

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

---

In the state of CA I am a certified fire Officer and Emergency Medical Technician, as well as certified wild land fire firefighter by CalFire. I serve as a fire trainer for my current fire department in all facets of fire service. I have a degree in fire administration with an emphasis in fire investigation, I also hold a degree in fire science. My qualifications for this position are all gained with real world knowledge and experience of the fire danger here in Contra Costa County.

---

Upload a Resume

Would you like to be considered for appointment to other advisory bodies for which you may be qualified?

---

Yes  No

Do you have any obligations that might affect your attendance at scheduled meetings?

---

Yes  No

If Yes, please explain:

---

Full Time Work

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

---

Yes  No

If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:

---

If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

---

List any volunteer or community experience, including any advisory boards on which you have served.

---

### Conflict of Interest and Certification

Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

---

Yes  No

If Yes, please identify the nature of the relationship:

---

Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

---

Yes  No

If Yes, please identify the nature of the relationship:

---

### Please Agree with the Following Statement

---

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

---

I Agree



---

## Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Application Form

## Profile

Susanna \_\_\_\_\_ Thompson \_\_\_\_\_  
 First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_  
 Brentwood \_\_\_\_\_ CA \_\_\_\_\_ 94513 \_\_\_\_\_  
 City State Postal Code

Primary Phone \_\_\_\_\_

Email Address \_\_\_\_\_

### [District Locator Tool](#)

#### Resident of Supervisorial District:

District 3

Electrical Solutions \_\_\_\_\_ Owner \_\_\_\_\_  
 Employer Job Title

#### Length of Employment

23 years

#### Do you work in Contra Costa County?

Yes  No

#### If Yes, in which District do you work?

2

#### How long have you lived or worked in Contra Costa County?

42 years

#### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

#### Which Boards would you like to apply for?

Contra Costa County Fire Protection District - Advisory Fire Commission: Submitted

**Seat Name**

---

Commisioner

**Have you ever attended a meeting of the advisory board for which you are applying?**

---

Yes  No

**If Yes, how many meetings have you attended?**

---

One

---

**Education**

**Select the option that applies to your high school education \***

---

G.E.D. Certificate

**College/ University A**

**Name of College Attended**

---

California State University, San Marcos

**Degree Type / Course of Study / Major**

---

B.S. / Wildfire Science and the Urban Interface

**Degree Awarded?**

---

Yes  No

**College/ University B**

**Name of College Attended**

---

University of California, Berkeley

**Degree Type / Course of Study / Major**

---

B.S. / 20th Century European Land Warfare / History

**Degree Awarded?**

---

Yes  No

---

**College/ University C**

**Name of College Attended**

---

Diablo Valley College

**Degree Type / Course of Study / Major**

---

General Education

**Degree Awarded?**

---

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

---

FEMA National Response Framework

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I want to serve on this commission to represent my community in Eastern Contra Costa County, which will shortly be annexed into the Contra Costa County Fire Protection District. Additionally I would like to support and help direct the fire service in the entire district. I grew up in the service area of the CCCFPD as it exists today, and I am familiar with its citizens and topography.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

I have previously served as a Director of the East Contra Costa Fire Protection District. During my time on the board of the ECCFPD, I attended every board meeting, as well as numerous committee meetings. I helped guide the development of the ECCFPD strategic plan, as well as assisted in the rewriting of the District's bylaws. Prior to the pandemic, I attended the meetings of the Diablo Firesafe Council for several years, and assisted in drafting the Contra Costa County Community Wildfire Protection Plan. After serving on the Board of the ECCFPD, I attended California State University at San Marcos and received a Bachelor of Science degree in Wildfire Science and the Urban Interface. I have worked with both the California State Parks and the East Bay Regional Parks District on successful fuels reduction and mitigation projects, as well as with private property owners and other stakeholders. Additionally, I have made recommendations to Contra Costa County staff regarding fuels reduction projects on County owned lands that were potential hazards to the community or had experienced abnormal fire frequency, and those projects have become a regular part of the County's annual fire mitigation program.

---

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

---

Yes  No

**If Yes, please explain:**

---

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

---

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

---

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

---

**List any volunteer or community experience, including any advisory boards on which you have served.**

---

Working with CalFire and the ECCFPD, I helped initiate and structure the community fire season preparedness meetings for the Marsh Creek and Morgan Territory Communities. At the request of Supervisor Burgis, I have acted as an ambassador to her office on fire service matters, as well as acted as a liaison between her office and the community on fire related issues.

---

**Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors?  
(Please refer to the relationships listed under the "Important Information" section below or  
Resolution No. 2021/234)**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Do you have any financial relationships with the County such as grants, contracts, or other  
economic relationships?**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct  
to the best of my knowledge and belief, and are made in good faith. I acknowledge and  
undersand that all information in this application is publicly accessible. I understand that  
misstatements and/or omissions of material fact may cause forfeiture of my rights to serve  
on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

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4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
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  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.



# Contra Costa County Board of Supervisors

## Subcommittee Report

### INTERNAL OPERATIONS COMMITTEE

5.

**Meeting Date:** 07/11/2022

**Subject:** RECOMMENDATION FOR APPOINTMENTS TO THE HAZARDOUS MATERIALS COMMISSION

**Submitted For:** Anna Roth, Health Services Director

**Department:** Health Services

**Referral No.:** IOC 22/5

**Referral Name:** Advisory Body Recruitment

**Presenter:** Michael Kent, Executive Assistant to the Hazardous Materials  
Commission

**Contact:** Michael Kent,  
925-313-6587

---

#### **Referral History:**

The Hazardous Materials Commission was established in 1986 to advise the Board, County Staff and the mayor's council members, and staffs of the cities within the County, on issues related to the development, approval and administration of the County Hazardous Waste Management Plan. Specifically, the Board charged the Commission with drafting a Hazardous Materials Storage and Transportation Plan and Ordinance, coordinating the implementation of the Hazardous Materials Release Response Plan and inventory program, and to analyze and develop recommendations regarding hazardous materials issues with consideration to broad public input, and report back to the Board on Board referrals.

The General Public Alternate seat was declared vacant by the Board of Supervisors on February 22, 2022 (item C. 19) due to the resignation of the seat holder, Tim Bancroft, who was appointed to the General Public Seat. The bylaws of the Commission provide for one representative of the general public seat and an alternate, appointed by the Board of Supervisors.

The Environmental Justice seat was declared vacant by the Board of Supervisors on February 22, 2022 (item C.17) due to the resignation of the seat holder, Sara Gurdian. The bylaws of the Commission provide for one representative of an Environmental Justice community and an alternate, appointed by the Board of Supervisors.

#### **Referral Update:**

The Hazardous Materials Commission advertised for the open General Public Alternate seat via the County's web site, social media and other venues. The flyer is attached. The Commission received three applications for the seat (attached) and interviewed all three candidates. The Hazardous Materials Commission met on June 23, 2022 and voted unanimously to recommend that the Board of Supervisors appoint Jack Bean to the General Public Alternate seat. The term for the seat expires on December 31, 2023.

The Hazardous Materials Commission advertised for the open Environmental Justice seat via the County's web site, social media and other venues. The flyer is attached. The Commission received two applications for the seat (attached) and but only interviewed one candidate because the other missed her interview appointment. The Hazardous Materials Commission met on June 23, 2022 and voted unanimously to recommend that the Board of Supervisors appoint Maureen Brennan to the seat. The term for the seat expires on December 31, 2024.

#### **Recommendation(s)/Next Step(s):**

RECOMMEND to the Board of Supervisors appointment of Jack Bean to the General Public Alternate seat to complete the current term that will expire on December 31, 2023 and Maureen Brennan to the Environmental Justice seat to complete the current term that will expire on December 31, 2024 on the Hazardous Materials Commission.

#### **Fiscal Impact (if any):**

No fiscal impact.



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**Attachments**

HMC General Public Seat Flyer

HMC Environmental Justice Seat Flyer

Application Jack Bean HMC

Application Maureen Brennan HMC

Application Steven Cox HMC

Application Elizabeth Ramirez HMC

Application Gretchen Salter HMC

---

**\*\* PLEASE POST or DISTRIBUTE \*\***

## **CONTRA COSTA COUNTY HAZARDOUS MATERIALS COMMISSION SEEKS APPLICANTS**

### **DO HAZARDOUS MATERIALS POLICY ISSUES INTEREST YOU?**

The Contra Costa County Hazardous Materials Commission is seeking applicants to fill a **General Public Alternate Seat**.

You may apply if you ...

- live or work in Contra Costa County;
- have demonstrated interest in hazardous materials issues;
- have an awareness of, and interest in, the principles of Environmental Justice as defined in County policy;
- can periodically attend regular Commission meetings and a monthly Committee meeting when needed.

The Commission is a voluntary body appointed by the Board of Supervisors and makes policy recommendations to the Board and County staff on issues concerning hazardous materials and hazardous waste.

The Commission's 14 members and alternates serve four-year terms and include representatives of industry, labor, civic groups, environmental organizations, environmental engineers, the general public, and the Mayors Conference.

To obtain an application form, or for further information, contact Michael Kent, Executive Assistant to the Commission, at (925) 250-3227 or [mkent@cchealth.org](mailto:mkent@cchealth.org). Applications may also be obtained from the Clerk of the Board located at 1025 Escobar Street 1<sup>st</sup> Floor, Martinez CA 94553.

You may also submit an application by mail, e-mail or on-line:

<https://www.contracosta.ca.gov/3418/Appointed-Bodies-Committees-Commissions>

**Applications must be received by May 1, 2022 and if mailed, mailed to the Clerk of the Board.**

**Interviews for qualified applicants will take place from 10:00 am – 12:00 pm on May 13, 2022 via Zoom unless otherwise notified.**

*Members: Fred Glueck – Chair, Tim Bancroft, Jonathan Bash, Marielle Boortz, Don Bristol, Ken Carlson, Mark Hughes, Steve Linsley, Jim Payne, Gabe Quinto, Mark Ross, Treston Shull, George Smith,*

**597 Center Avenue, Suite 110, Martinez CA 94553, (925) 250-3227, [mkent@cchealth.org](mailto:mkent@cchealth.org)**

**\*\* PLEASE POST or DISTRIBUTE \*\***

## **CONTRA COSTA COUNTY HAZARDOUS MATERIALS COMMISSION SEEKS APPLICANTS**

### **DO HAZARDOUS MATERIALS POLICY ISSUES INTEREST YOU?**

The Contra Costa County Hazardous Materials Commission is seeking applicants to fill an **Environmental Justice Seat**.

You may apply if you ...

- Have an understanding of, and a commitment to, the principles of Environmental Justice, as defined in County policy;
- are a layperson from a community in Contra Costa County that is highly impacted and burdened by hazardous materials facilities and releases, and will be able to represent community interests;
- have an interest in hazardous materials issues; and
- can attend monthly Commission and committee meetings.

The Commission is a voluntary body appointed by the Board of Supervisors and makes policy recommendations to the Board and County staff on issues concerning hazardous materials and hazardous waste.

The Commission's 14 members and alternates serve four-year terms and include representatives of industry, labor, civic groups, environmental organizations, environmental engineers, the general public, cities and Environmental Justice communities.

To obtain an application form, or for further information, contact Michael Kent, Executive Assistant to the Commission, at (925) 250-3227 or [mkent@cchealth.org](mailto:mkent@cchealth.org). Applications may also be obtained from the Clerk of the Board located at 1025 Escobar Street 1<sup>st</sup> Floor, Martinez CA 94553.

You may also submit an application by mail, e-mail or on-line:

<https://www.contracosta.ca.gov/3418/Appointed-Bodies-Committees-Commissions>

**Applications must be received by May 31, 2022 and, if mailed, mailed to the Clerk of the Board.**

**Interviews for qualified applicants will take place from 10:00 am – 12:00 pm on June 10, 2022.**

*Members: Fred Glueck – Chair, Tim Bancroft, Jonathan Bash, Marielle Boortz, Don Bristol, Ken Carlson, Mark Hughes, Steven Linsley, Jim Payne, Gabe Quinto, Mark Ross, Treston Shull, George Smith*

**597 Center Avenue, Suite 110, Martinez CA 94553 Phone (925) 250-3227 [mkent@cchealth.org](mailto:mkent@cchealth.org)**



**Seat Name**

General Public Seat

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

Was a member as Director of the Industrial Association

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

Sierra College AA Law Enforcement

**Degree Type / Course of Study / Major**

Law enforcement

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

Served before as Director of the Industrial Association. Would like to serve now in the General public open slot.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

Chief of the Bay Area Air Quality Management District Enforcement Division 37 years Director of California Government Affairs Tesoro 7 years Director of the Industrial Association of Contra Costa County 3 years Private Consultant currently

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

If Yes, please explain:  
\_\_\_\_\_

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**  
\_\_\_\_\_

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**  
\_\_\_\_\_

Hazardous Waste Commission

**List any volunteer or community experience, including any advisory boards on which you have served.**  
\_\_\_\_\_

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**  
\_\_\_\_\_

Yes  No

**If Yes, please identify the nature of the relationship:**  
\_\_\_\_\_

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**  
\_\_\_\_\_

Yes  No

**If Yes, please identify the nature of the relationship:**  
\_\_\_\_\_

**Please Agree with the Following Statement**

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

I Agree

---

**Important Information**

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.





[REDACTED]

[REDACTED]

[REDACTED]

**Seat Name**

EJ representative

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

8

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

Northwestern University

**Degree Type / Course of Study / Major**

Bachelor of Science/ CLS-Clinical Lab Scientist

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

UC San Diego

**Degree Type / Course of Study / Major**

Pre-Med

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

---

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

---

12 month hospital internship as CLS

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

CERT certified

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

---

CA Clinical Lab Scientist, 45 years

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I live in the Fenceline community of unincorporated Rodeo. I long have had interest in the interaction of the refinery industry here and local health. I hope to learn more about hazardous materials issues in the broader context of the County. As a scientist of 45 years, I know how to read scientific papers, and am willing to do the homework necessary to connect the dots to public health, on a variety of issues.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

•Clinical Lab Scientist, 45 years •Participated in negotiations for Local 29; 18 year member of Local 20  
•Participated in EIR studies for P66 biodiesel conversion project, and Selby Slag excavation project. •See resume included . . . unable to attach resume.

---

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

Board member Rodeo Sanitation District. Meets 2nd Tuesday 1:00pm monthly, and second Monday at 11:00am.

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

Important Information

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  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

L.H. 4/25

### Application Form

#### Profile

Steven \_\_\_\_\_ M \_\_\_\_\_ Cox \_\_\_\_\_  
 First Name Middle Initial Last Name

0160 East Ave \_\_\_\_\_ Suite or Apt \_\_\_\_\_  
 Home Address  
 Livermore \_\_\_\_\_ CA \_\_\_\_\_ 94550 \_\_\_\_\_  
 City State Postal Code

(925) 499-7000 \_\_\_\_\_  
 Primary Phone

svem4@ucsf.edu \_\_\_\_\_  
 Email Address

#### District Locator Tool

Resident of Supervisorial District:

N/A - Out of County

City of San Ramon \_\_\_\_\_ Recreation Supervisor \_\_\_\_\_  
 Employer Job Title

#### Length of Employment

16 years

Do you work in Contra Costa County?

Yes  No

If Yes, in which District do you work?

Candace

How long have you lived or worked in Contra Costa County?

Are you a veteran of the U.S. Armed Forces?

Yes  No

#### Board and Interest

Which Boards would you like to apply for?

Hazardous Materials Commission: Submitted

**Seat Name**

Alternate

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

CSU Chico

**Degree Type / Course of Study / Major**

B.S. Marketing

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

CSU East Bay

**Degree Type / Course of Study / Major**

M.S. Recreation MGMT

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**



**Degree Awarded?**

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

---

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

---

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

---

---

**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

---

I am interested in how Hazardous Waste is being handled in Contra Costa County. Additionally I am interested in how water tributaries and urban growth are affecting fish and wildlife in Contra Costa County.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

Resume Attached

[Upload a Resume](#)

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

---

Yes  No

**If Yes, please explain:**

---

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

Alameda County Mosquito Abatement District Board of Trustee Member

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

---

### **Please Agree with the Following Statement**

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

I Agree

---

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  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Steven Cox

[REDACTED] Livermore, CA 94550

[REDACTED]  
[REDACTED]

## Demonstrated Skills

Result oriented strategic planner, fiscally responsible budget manager, effective staff supervisor, efficient facility operator, articulate public speaker, great communicator, diplomatic customer service representative, sensible business acumen, astute project manager and an entrepreneurial spirit.

## Professional Experience

City of San Ramon

2016 - Current

Recreation Supervisor

*Responsible for Senior Center Facility Operations, Rentals, Staffing Supervision, and Large City Special Events*

Provide supervision and oversight for daily operations of 4 assigned community facilities and additional sites, staffing all facilities for continuous operations; recruit, train, supervise and evaluate full time and part time staff; prepare program area budgets and monitor the revenue and expenditures; set goals and objectives for program area and monitor fulfillment; review program area policy, and provide recommendations for improvement.

- Plan and Implement San Ramon Art and Wind Festival
  - A two-day 40,000-person festival
- Organize San Ramon Summer Concerts and Foreign Film Series
- Supervise 30 year-round part-time staff including their training, hiring, schedules, and necessary discipline
- Supervise 3 full time staff and their daily work flow
  - Assist the staff to meet their annual goals and providing evaluations
- Oversee 4 community centers schedules, including their daily operations, programs and rentals
  - Responsible for online picnic rental program
- Review and approve the 4 San Ramon Foundations Special Event proposals and applications
  - Provide all necessary support for approved events
- In Charge of daily operations of San Ramon Senior Center
- Senior Advisory Committee Staff Liaison
- Oversee and coordinate sponsorships for special events and Senior Center
- Supervise operations of 2 community gardens
- Planned inter division transition of 2 community fitness runs
- Oversaw largest private Cultural Special Event hosted by City of San Ramon
- Manage City Commemorative/Memorial program
- Evaluate program/facility goals and objectives and make recommendations
- Plan, Maintain and make budget recommendations
- Write and present staff reports to Commissions and City Council
- Onsite overview during renovation of Senior Center facility

City of San Ramon

2011 - 2016

Recreation Coordinator

*Responsible for Independent Contractors, Contract Classes and Camps, and Part Time Staff*

Planned, organized and provided supervision and oversight for assigned recreation activities, camps and classes; trained, and supervised full and part time staff; developed schedules; prepared program budget; conducted outreach and marketing with community groups.

- Oversaw and managed 60 Independent Contractors including their schedules, fees, payments and budget
  - Approximately 200 different camps and classes a year
    - Teen Centers, Summer camps, Youth Classes, Fitness Classes, 55+ classes, Active Membership

- Collaborated with San Ramon Unified School District to offer program at 12 different elementary school sites
- Plan, implement and execute two community runs in San Ramon
- Supervised 1 full time staff and 10 part time staff
- Created an all-day 2 site teen summer camp program
- Re-invigorated teen centers to full capacity at all 4 sites
- Teen Council Staff Advisor

**City of San Ramon**  
**Recreation Coordinator**

2006 - 2011

***Responsible for Senior, Adult, and Therapeutic Programs***

Planned and coordinated senior and therapeutic recreation programs, events and activities, including scheduling the activities temporary and volunteer staff; prepared program area budget.

- Managed the Senior Center and Community Garden for daily usage by public
- Oversaw and organized Senior programs, part time staff, volunteers, newsletter and website for Senior Center
  - Managed daily Contra Costa County food program at site
- Planned and Scheduled usage of Express Van Program, travel program and lunch program at the Senior Center
  - Initiated transition volunteer van program to MV Transit
- Created new series of programs, newsletter Therapeutic Programs
- Partnered with Special Olympics to offer 6 new sports programs in San Ramon
- Properly implemented the San Ramon Inclusion program
- Created the new Future Leader In Training program
- Increased community outreach amongst locally senior engaged organizations

**City of San Ramon**  
**Recreation Technician**

2005 - 2006

***Responsible for After School Enrichment Program***

Performed a variety of technical support related to recreation programs in the City of San Ramon, including coordinating the work of independent contractors.

- Expanded After School Enrichment program to all 11 San Ramon elementary schools
- Scheduled, promoted, and coordinated classes and summer camps with independent contractors
- Worked closely with San Ramon Unified School District
- Co-Authored successful application for Top 100 Communities in America for Young People

**The Greater Concord Chamber of Commerce**  
**Membership Services**

2004-2004

- Developed marketing strategies to increase membership, and maintain retention
- Created a local business workshop for start-ups and small businesses
- Increased brand recognition in community

**O.C. Jones and Sons, Inc.**  
**Estimator Assistant**

2002-2003

- Researched job data to be used in estimators bid
- Reviewed job submittals
- Compiled job data and submitted relevant research results to respective contractors and subcontractors

**Contra Costa County**  
Summer Street Worker Assistant

1998-2001

- Performed routine manual labor as a member of a street maintenance or clean-up crew
- Used various hand powered tools in the of assigned area of work such for patching pavement, pothole repair, crack seal, sign repair, cutting and clearing undergrowth from drainage channels and culverts
- Directed traffic by motioning with flag when construction work obstructs normal traffic routes  
Served as asphalt and chip seal ground crew member

**Education**

**California State University, East Bay**  
Specialized M.S. in Recreation Management

2006

**California State University, Chico**  
B.S. in Marketing

2002

**Boards and Committees Representative**

Alameda County Mosquito Abatement District Board of Trustee Member  
CPRS Aging Section President Elect  
California Parks and Recreation Society Member

- o Served as CPRS District 3 President in 2011

**Trainings**

Special District Leadership Academy  
LERN Certified Program Planner  
Professional Food Manager Certified  
Certified Lifeguard  
Youth Mental Health Aide Certified  
DMV Class B Passenger License

**Community Memberships Service**

Community Emergency Response Team (CERT) member  
Special Olympic Coach for Bocce Ball and Bowling  
Elected as Executive Vice President of Associated Student at CSU Chico

- o CSU Presidents Series with Mikhail Gorbachev
- o Referendum for Recreation Center
- o Rebranded Associated Students Logo

Elected as Graduate Student representative at Associated Students CSU East Bay

- o A.S. presenter series Michael Franti & Spearhead

Selected as Greek Man of the Year 2001

**Other**

Small Business Owner

- o Hold 3 design patents

**Application Form**

L. Hall 4/11  
Submit Date: Apr 06, 2022  
Wants ES seat

**Profile**

Elizabeth E Ramirez  
First Name Middle Initial Last Name

303 Lone Oak Dr Richmond CA 94806  
Home Address City State Postal Code

Mobile (415) 875-7777  
Primary Phone

elizabeth.e.ramirez@gmail.com  
Email Address

**District Locator Tool**

Resident of Supervisorial District:

None Selected

UCSF Hospital Assistant  
Employer Job Title

**Length of Employment**

20

Do you work in Contra Costa County?

Yes  No

If Yes, in which District do you work?

How long have you lived or worked in Contra Costa County?

1 year

Are you a veteran of the U.S. Armed Forces?

Yes  No

**Board and Interest**

Which Boards would you like to apply for?

Hazardous Materials Commission: Submitted

**Seat Name**

Have you ever attended a meeting of the advisory board for which you are applying?

Yes  No

If Yes, how many meetings have you attended?

---

**Education**

Select the option that applies to your high school education \*

High School Diploma

**College/ University A**

Name of College Attended

City College of San Francisco

Degree Type / Course of Study / Major

Certificate

Degree Awarded?

Yes  No

**College/ University B**

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes  No

---

**College/ University C**

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes  No

---



## Other Trainings & Occupational Licenses

### Other Training A

Certificate Awarded for Training?

Yes  No

### Other Training B

Certificate Awarded for Training?

Yes  No

Occupational Licenses Completed:

---

## Qualifications and Volunteer Experience

Please explain why you would like to serve on this particular board, committee, or commission.

As a new resident of Richmond CA . I am eager to learn about how hazardous materials can affect our well being and also be part of the solution to make our environment a safer place. For the past 15 years I have been working in the medical field and anything related to health intrigues me.

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

Please see resume

[Upload a Resume](#)

Would you like to be considered for appointment to other advisory bodies for which you may be qualified?

Yes  No

Do you have any obligations that might affect your attendance at scheduled meetings?

Yes  No

If Yes, please explain:

I work Mon- Friday in SF 7-4 but can take time off to attend meetings I

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**  
.....

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**  
.....

**List any volunteer or community experience, including any advisory boards on which you have served.**  
.....

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**  
.....

Yes  No

**If Yes, please identify the nature of the relationship:**  
.....

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**  
.....

Yes  No

**If Yes, please identify the nature of the relationship:**  
.....

### **Please Agree with the Following Statement**

.....

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and undersand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**  
.....

I Agree

---

### Important Information

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4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
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  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

Elizabeth Ramirez

[REDACTED]  
[REDACTED]  
[REDACTED]

## Objective

Eager, hardworking individual looking for a position utilizing abilities acquired through my education and work experience with an opportunity for growth.

## Profile

Strong customer service with the ability to diffuse difficult situations. Excellent administrative and communication skills. Excels at multitasking with attention to detail in a fast paced environment. Superior telephone and computer skills with proficiency in MS Word, Excel Outlook, and PowerPoint.

Flexible and versatile, able to maintain a sense of humor under pressure. Poised and competent with demonstrated ability to easily transcend cultural differences. Thrive in deadline-driven environments. Excellent team-building skills.

## Relevant Skills and Qualifications

- Medical Terminology
- Laboratory & Ancillary testing
- First Aide, BLS & CPR Certification
- Knowledge of CPT & ICD-9 Codes
- Billing & Coding
- Data Entry 75 WMP
- Computer Savvy
- EKG's
- Customer Service
- Knowledge of EMR Software
- Appointment Management
- Ability to work independently or with others
- Bi-lingual in Spanish  
(oral and written)

## Professional Experience

### UCSF/Radiation Oncology

Medical Assistant April 2014-Present

- Trained all new medical assistant staff to adhere to proper policies and procedures
- Managed inventory of medical supplies
- Overlook the clinic flow for an efficient, well-run operation paying attention to room utilization, wait times and provider productivity.
- Created a successful medical assistant role within the department
- Demonstrated the ability and skills to work remotely

## **Linda Mar Care Center | Pacifica, CA**

Medical Records

**Collect and analyze data to detect deficiencies, non-compliance with laws, regulations, and management policies**

- Prepare detailed reports on audit findings
- Handle several aspects of medical information from updating and filling medical records
- Organize and manage patient's health information data
- Verify accuracy and accessibility of files
- Ensure all files are secure and properly filled out
- Communicate with physicians and other healthcare professionals to clarify diagnosis or to obtain additional information
- Maintain electronic health records (EHR) databases
- Review patient records and laboratory reports

## **Wave Crest Medicine | Daly City, CA**

Certified Medical Assistant

- Provide back office support for an internal medicine practice. Performed various diagnostic and ancillary testing (e.g. EKG's, immunoassays, chemistry analysis, and hematology)
- Demonstrated ability to communicate effectively and clearly (both written and oral)
- Administered injections (TB skin testing, flu vaccines, vitamin B-12)
- Ensured cleanliness, sanitation and maintenance of all exam rooms and equipment
- Prepared samples for laboratory analysis and filed laboratory reports. Communicated laboratory results to patients
- Ensured compliance with HIPAA, OSHA, and CLIA regulations
- Performed office and clerical functions as needed (e.g. answer phones, appointment scheduling, patient registration, and data processing, faxing and scanning documents to EHR)
- Helped implement practice's quality assurance and control program
- Reacted calmly and effectively in emergencies, and added the personal, caring touch that immediately puts patients at ease

## **Bay Area Digestive Health | Daly City, CA**

Certified Medical Assistant

- Assist with all aspects of medical treatment in a gastro-enterology office. Schedule outpatient procedures (e.g.; colonoscopies, endoscopies, and liver biopsies)
- Educate patients with pre-op and post-op surgical care
- Created and executed numerous projects using Excel and PowerPoint
- Answered a multi-line phone system and triage calls accordingly
- Ensure patient files prepared efficiently for medical providers
- Patient processing and data entry
- Obtain authorization from insurances for diagnostic testing and medications
- Called insurance companies for benefit information and provided patients with financial agreements
- Responsible for all logs being in HIPPA compliance Insurance Billing and Coding
- Translator for the Spanish-speaking patients
- Provided support for the back office when needed

## **UCSF Arthritis Center – Kelly Services | San Francisco, CA**

Certified Medical Assistant

- Served as a key member, of interdisciplinary healthcare team, for a busy medical practice Assist six MD's as well as a PA team in ensuring optimal patient care and smooth daily functioning of office
- Answered phones, scheduled appointments, maintained medical records within HIPAA compliance
- Ensure room set-up, transition, and turnover efficiently according to infection control protocol in a timely manner

- Record vital signs and patient's current medication
- Sanitation and maintenance of all exam rooms and equipment
- Blood draw and specimen collection
- Ensure compliance with HIPPA, CLIO, OSHA, and JCAHO

### **UCSF CANCER CENTER – Kelly Services | San Francisco, CA**

Certified Medical Assistant | [https://www.linkedin.com/company/kelly-services/](#)

- Room patients, blood draws, and specimen collection to send to laboratory
- Assist with office procedures such as vulvar biopsies and colposcopies
- Provide impeccable customer service
- Aseptic techniques, sanitation, and autoclave of instruments
- Provided impeccable customer service
- Patient scheduling for busy office averaging 60 patients daily
- Compliance with all healthcare facility, HMO, and insurance requirements
- Prepare presentation of weekly tumor board

### **Family Podiatry Center | San Francisco, CA**

Certified Medical Assistant | [https://www.linkedin.com/company/family-podiatry-center/](#)

- Check in and Check out patients, schedule appointments, schedule outpatient surgeries
- Educate patients on pre-op and post-op surgical care
- Obtain authorization for surgeries; prepare reports to be send to claims adjuster for Worker's Compensation and Private Injury Cases
- Strapping, casting, wound dressing and suture removal
- Assist with office procedures such as hammertoes and removal of ingrown toenails
- Pre-op and Post-op surgical care

### **Medicus Multispecialty Group | San Francisco, CA**

Certified Medical Assistant | [https://www.linkedin.com/company/medicus-multispecialty-group/](#)

- Worked with a multi-disciplinary team supporting the delivery of primary medical services in a community health setting
- Responsible for patient intake, preparation of laboratory specimens
- Assisted medical providers, kept patient flow
- Vaccine, injections, EKG, clean/prep exam rooms and related tasks
- Essential functions- prepare exam rooms before and after patient examinations according to clinic infection control
- Intake, record medical histories and performed client assessment
- Perform immunization and basic in-clinic lab tests (e.g: urinalysis, pregnancy test, and glucose level tests)
- Perform EKG's, ear lavage, and other tests as necessary
- Clean, sterilize and stock clinic instruments
- Provide patient education and information as instructed by clinic practitioners and clinic protocols
- Provided backup for medical receptionist (financial eligibility, cashier, medical records, and telephone operator as needed)
- Perform other duties as assigned by the Back Office Supervisor

## **CUSTOMER SERVICE SKILLS**

- Successful in dealing with patients in a high-pressure environment
- Excellent interpersonal and communication skills
- Ability to manage multiple patients simultaneously
- Able to convey a positive friendly attitude in dealing with others
- React calmly and effectively in emergencies and add the personal caring touch that immediately puts patients at ease.
- Considerate of patient's welfare

- Adaptable to unexpected situations
- Ability to multi-task and juggle priorities with attention to detail
- Ability to represent a firm in a professional manner

## Education

Bryman College -- San Francisco, CA

1993 Medical Assistant Diploma

- 4.0 GPA

Immaculate Conception Academy -- San Francisco, CA

1991 High School Diploma

- 4.0 GPA
- Honor Roll Society

Lauren Hull e-mail  
3/14/22

**Application Form**

**Profile**

Gretchen  
First Name

E  
Middle Initial

Salter  
Last Name

[Redacted]  
Home Address

Suite or Apt

Walnut Creek  
City

CA  
State

94596  
Postal Code

[Redacted]  
Primary Phone

[Redacted]  
Email Address

**District Locator Tool**

**Resident of Supervisorial District:**

District 4

Self  
Employer

Consultant  
Job Title

**Length of Employment**

7 years

**Do you work in Contra Costa County?**

Yes  No

**If Yes, in which District do you work?**

4

**How long have you lived or worked in Contra Costa County?**

13 years

**Are you a veteran of the U.S. Armed Forces?**

Yes  No

**Board and Interest**

**Which Boards would you like to apply for?**

Hazardous Materials Commission: Submitted



**Seat Name**

General Public Alternate

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

UC Davis

**Degree Type / Course of Study / Major**

BA/ Political Science and History

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

University of Washington

**Degree Type / Course of Study / Major**

MA /Public Affairs

**Degree Awarded?**

Yes  No

---

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

**Other Trainings & Occupational Licenses**

**Other Training A**

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

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**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

I have been working in the environmental health and justice field for the last 17 years, focusing on state and federal policy but I want to start making a difference in my community. Contra Costa County has been a leader in its environmental policies but there is still much work to be done and I would like to use the knowledge I have gained to be part of healthy solutions for our county.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

Resume Attached. Key accomplishments - 17 years as an advocate in the environmental health field - wrote and led successful campaigns on several toxics issues in California including the state's bans on phthalates and BPA as well as the state's Safer Consumer Products Program, Cleaning Products Ingredient Disclosure law and California's Safe Cosmetics Program. - provided strategic and technical advice to other state advocates and legislators throughout the nation on toxics policy. - Founded national PFAS campaign bringing together national, state and local advocates to push for new laws addressing PFAS in water, soil and consumer products. - Served on California's Pollution Prevention Advisory Committee - Founding member of national and statewide environmental health and justice coalitions focused on chemical policy Key Skills - Able to work with many different interests and find consensus on paths forward - Skilled at meeting facilitation, particularly among competing interests - Completed and led several strategic planning processes - Excellent public speaker and legislative witness - Skilled in campaign planning and management

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

I have two school-aged children and while I will be able to make most meetings, there may be occasions when I cannot find child care or they have an event which takes precedence.

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

**List any volunteer or community experience, including any advisory boards on which you have served.**

- Food Bank Contra Costa Volunteer - Volunteer on several political campaigns - President, Board of Directors, Town Hall Theatre Company - Girl Scouts Assistant Troop Leader and Cookie Manager

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

Yes  No

**If Yes, please identify the nature of the relationship:**

**Please Agree with the Following Statement**

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

I Agree

---

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  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# Gretchen Lee Salter

Walnut Creek, CA

**OBJECTIVE:** Seeking a position on the Contra Costa County Hazardous Materials Commission

## **RELEVANT EXPERIENCE**

- Over 15 years of experience managing corporate accountability and political campaigns
- Non-profit management experience including fundraising, team leadership and strategic planning
- Coalition building and management
- Extensive fundraising through foundations, corporate giving, cause marketing and individual donors

## **BOARD and ADVISORY EXPERIENCE**

- Board President, Town Hall Theatre Company (2019-present)
- Committee Member, California Pollution Prevention Advisory Committee, Department of Toxic Substances Control (2010-2012)
- Candidate Endorsement Committee, Clean Water Action, 2012-2014

## **WORK EXPERIENCE**

### **Safer States**

January 2015-Present

#### *Strategic Advisor*

Remote work, based in CA

- Provided strategic guidance to national and state-based advocacy organizations on environmental health policy
- Created and executed campaign plans and strategies to win over 200 progressive policies in 38 states
- Founded national campaign to coordinate local, state and national activity to curb toxic PFAS pollution resulting in 72 health protective laws adopted in 21 states
- Consulted with sustainable businesses on public policy initiatives
- Managed large and diverse national coalitions focusing on environmental health, plastics policy and water quality
- Drafted model policy on plastic pollution and chemical policy
- Provided strategic guidance and training to state and federal policy makers on chemical and plastic policy
- Represented Safer States at conferences, symposia, stakeholder meetings, legislative hearings and in the press
- Raised over \$2 million through foundations, corporate giving and individual donations
- Served as interim Executive Director of Safer States

### **Breast Cancer Prevention Partners**

April 2005- May 2014

#### *Senior Program and Policy Manager*

San Francisco, CA

- Led state legislative campaigns resulting in eight statewide environmental health measures signed into law including the nation's first statewide biomonitoring program, the nation's first statewide consumer products chemical safety law and the nation's first statewide cosmetic safety program
- Led successful national effort to export California's progressive environmental health policy to other states including writing model policy which was adopted in seven states
- Partnered with sustainable businesses to advocate for environmental health legislation and regulatory reform
- Provided strategic advice and training to state and federal legislators and advocates on environmental health campaigns and advocacy
- Worked closely with multiple state agencies on regulatory initiatives and program implementation
- Managed staff, contractors and programmatic budgets associated with organizational campaigns and key initiatives
- Represented BCPP at press conferences, legislative hearings and advocacy conferences
- Served on steering committees and chaired work groups of five state-wide and national coalitions comprised of a variety of stakeholders

- Founding member of two new coalitions focusing on immigrant worker health and environmental health and justice
- Built and maintained relationships with key corporate funders and foundations

**Democratic National Committee**

June 2004-November 2004

*National Field Budget Director*

Washington, DC

- Managed \$70 million national field budget for the 2004 General Election
- Reviewed and approved 21 State Coordinated Campaign plans and budgets
- Conducted daily updates with campaign leadership on state budgets and overall field budget
- Built and maintained quality relationships with state party offices and campaign directors
- Disbursed and tracked all funds sent to states to support field operations
- Hired, trained and supervised staff at campaign headquarters and in field offices

**Dean for America Presidential Campaign**

October 2003-March 2004

*Regional Director/ Out of State Volunteer Coordinator*

New Hampshire/ Wisconsin

- Developed and executed field plan resulting in the highest vote-yielding region in the state
- Managed a staff of 30 organizers, volunteer coordinators and interns
- Recruited and trained over 1,000 volunteers in persuasion calling and canvassing
- Cultivated leadership teams that executed a voter contact plan throughout the region
- Trained volunteers and staff in union-based organizing tactics and get-out-the-vote strategies
- Coordinated community events and town meetings for Governor Dean and Surrogates

**Polaris Project**

June 2003-September 2003

*Advocacy and Community Outreach Fellow*

Washington DC

- Wrote model state legislation addressing human trafficking
- Developed training program for the Polaris Project Community Outreach Team
- Cultivated partnerships with national and community organizations

**King County Metro Market Development**

October 2002-June 2003

*Alternate Transportation Group--Bike Program Associate*

Seattle, Washington

- Implemented the Northwest's first Clean Mobility Center and Grand Opening Celebration
- Improved relationships with community advocacy organizations
- Completed research study of bicycling patterns across a major cycling route for commuters
- Expanded the bike locker program throughout King County

**Thomas Weisel Partners, LLC**

September 1999- March 2002

*Equity Capital Markets Marketing Coordinator*

San Francisco, California

- Researched investment firms and created marketing database of stock purchasing patterns
- Directed the marketing strategy of over 100 companies seeking to complete equity transactions
- Managed group functions and events
- Cultivated and maintained reciprocal relationships with vendors and investment banks

**EDUCATION**

**University of Washington, Seattle WA**

Graduate Work in Public Affairs Focusing on Gender Equity and Human Rights; 2002-2003

*Coursework included Budgeting, Public Management, Quantitative Analysis and Ethics*

**University of California Davis, Davis, CA**

Dual Bachelor of Arts Degree in Political Science and History awarded June 1999

Education Abroad: University College London, London, England; Summer 1997



# Contra Costa County Board of Supervisors

## Subcommittee Report

### INTERNAL OPERATIONS COMMITTEE

6.

**Meeting Date:** 07/11/2022  
**Subject:** Advisory Body Review – Racial Justice Oversight Body  
**Submitted For:** Monica Nino, County Administrator  
**Department:** County Administrator  
**Referral No.:** IOC 22/7  
**Referral Name:** Advisory Body Review  
**Presenter:** Paul Reyes, Sr. Deputy CAO      **Contact:** Patrice Guillory, (925) 313-4087

---

#### **Referral History:**

In April 2016, the Board of Supervisors (BOS) accepted recommendations from the Public Protection Committee to form a 17-member Racial Justice Task Force and then appointed members to this Task Force in September 2016. After Resource Development Associates was engaged by the County in February 2017 to provide facilitation and data analysis services, the Racial Justice Task Force was convened from April 2017 through June 2018. During this time, the Task Force reviewed data on local criminal and juvenile justice systems and processes, discussed best and emerging practices to address racial disparities in those systems and processes, and ultimately developed a set of recommendations intended to help the County reduce the identified disparities.

In July 2018, the Board of Supervisors adopted the "Racial Justice Task Force (RJTF) - Final Report and Recommendations", with the exclusion of recommendations #18 and #19 (see **Attachments A and B**). The first recommendation called for the establishment of a Racial Justice Oversight Body (RJOB) that would "meet on a quarterly basis" to "oversee the implementation of the recommendations" and provide the County with a report of its activities "on an annual basis." Based on this recommendation, in November 2018 the Public Protection Committee (PPC) nominated individuals for appointment to the RJOB, and on December 4, 2018, the Board made the appointments.

In February 2022, the PPC received the latest update on the progress and activities of RJOB, presented by the W. Haywood Burns Institute, a consulting agency engaged by Office of Reentry & Justice (ORJ) at the Probation Department to provide technical assistance and meeting facilitation services for the RJOB. During the update, the Burns Institute highlighted several emerging issues hindering the RJOB's future work to include: changes in leadership and membership resulting in challenges with maintaining quorum, specifically at the Subcommittee levels; ambitious Task Force recommendations that are beyond the capacity and scope of the membership; and limited staffing resources to support the membership's requests for data collection, management, and analyses necessary to implement the recommendations of the RJOB (see **Attachment F**).

Based on these highlights, the PPC recommended these matters be referred and reviewed by the Internal Operations Committee (IOC) for further discussion and guidance.

#### **Referral Update:**

Building from the emerging issues highlighted by the Burns Institute, the County Administrator's Office (CAO) met with the Probation Department, including staff from ORJ, and identified areas related to the RJOB's structure, tasks, and functions that need further review and adjustment.

First, the existing charge of the RJOB is vague, and both the charge and the membership's role and responsibilities as they relate to the Board approved recommendations founded by the Racial Justice Task Force require clarification (see **Attachment C**). This would also include clarifying the specific tasks and activities that are deemed appropriate for the RJOB to undertake. For example, in order to accomplish objectives related to Recommendation #5: "*All Contra Costa County criminal justice agencies and local law enforcement agencies shall collect individual-level data on all individual encounters with criminal and juvenile justice systems and processes,*" members of the RJOB have made multiple requests to retrieve extensive data reports

on a quarterly basis from individual County criminal justice agencies, and within forums such as the Mayor’s Conference and Police Chiefs Association meetings from local law enforcement. As a result, the Sheriff’s Office, County Office of Education, and the Probation Department have provided quarterly data reports to the RJOB’s Data Subcommittee. Local law enforcement responses to RJOB’s data requests have been minimal.

This matter was brought before the PPC in May 2022 to discuss the RJOB’s ongoing data collection and analysis needs, and to establish a data request process to be facilitated by the PPC and/or Board of Supervisors. Though this matter is pending a resolution, other RJTF recommendations related to the following categories: “*Oversight and Accountability*”; “*Diversions*”; “*County Support for Local Agencies*”; and “*Community Engagement and Services*” are all subject to miscellaneous interpretation resulting in RJOB membership (see **Attachment D**) defining action steps that may fall outside of the scope of expected functions of county advisory bodies.

Secondly, the current level of County staff support is insufficient to respond to the RJOB’s data collection and analyses and to support the tasks and activities undertaken by the RJOB. Currently, ORJ provides staff support in partnership with the Burns Institute for the meetings of RJOB and its Subcommittees, but does not have the capacity to adequately respond to the labor-intensive requests of the membership that are related to specific action items outlined in the RJOB’s and its Subcommittees’ multiple work plans (see **Attachment E**). Under the auspices of the Probation Department, ORJ is limited in its authority and scope to negotiate agreements across multiple jurisdictions and ensure appropriate actions are taken to support the implementation of the RJTF recommendations.

Thirdly, given RJOB’s membership structure (50% public agency representation and 50% community-based representation), balance of discussion and decision-making is maintained among the leadership and full body membership levels; however, impeded at the Subcommittee level. Because each Subcommittee is self-forming, this may contribute to the overrepresentation of either public agency representative members or community-based representative members and is inconsistent with the overall membership structure.

Finally, in accordance with RJOB’s bylaws, most of the Board-appointed members will have completed their first two-year terms at the end of 2022, and the County will initiate a recruitment for new members to fill all vacant seats. However, the bylaws do not prescribe term limits. Given the overwhelming interest among community members who wish to serve on the RJOB following the County’s most recent spring recruitment to fill two vacant Board-appointed seats, further discussion and evaluation will be needed to ensure fair access and opportunity for engagement among different community interest groups and reduce potential burnout among existing Board Appointed members.

Staff will continue to work to identify the key challenges facing RJOB’s ability to operate at its most optimum level and will collaborate with members of the PPC and the IOC to address these challenges and identify possible solutions.

**Recommendation(s)/Next Step(s):**

PROVIDE direction to staff following Advisory Body Review of the Racial Justice Oversight Body.

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**Attachments**

**Attachment A – Racial Justice Task Force Final Report**

**Attachment B – Racial Justice Task Force Summary of Final Recommendations**

**Attachment C – RJOB By-Laws**

**Attachment D – RJOB Member Roster**

**Attachment E – RJOB 2020 – 2022 Work Plan**

**Attachment F – Burns Institute – 2021 Final Project Report**

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# Final Report to Board of Supervisors

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## Introduction

### Overview of Racial Justice Task Force

On April 12, 2016 the Contra Costa County Board of Supervisors (Board) unanimously voted to create the Racial Justice Task Force (RJTF), prompted in large part by the activism and advocacy of the Contra Costa County Racial Justice Coalition. Tasked with building on the County’s 2008 report and recommendations, “Disproportionate Minority Contact: Reducing Disparities in Contra Costa County,” the 17-member body was designed to represent a range of local stakeholders, including County criminal and juvenile justice agencies, County health and behavioral health, community-based organizations, local school districts and law enforcement agencies, and the community at large. In February 2017, Resource Development Associates (RDA) was hired to provide Task Force facilitation and data analysis services and on April 5, 2017, the RJTF convened for the first time.

The RJTF met monthly from April 2017 through June 2018 to review data on local criminal and juvenile justice systems and processes, discuss best practices and emerging practices for addressing racial disparities in those systems and processes, and develop recommendations for action to address those disparities. Two ad hoc subcommittees were also convened to foster community engagement and plan for two series of community forums. In November 2017, the RJTF hosted 5 community forums to solicit residents’ input on priority areas for the Task Force to focus on and in May 2018, the RJTF hosted 3 additional forums to solicit input on preliminary recommendations. On June 6, 2018, the Task Force met for the last time to vote on recommendations to present to the Board of Supervisors.

The purpose of this memo is to present those recommendations to the Board and the larger body of local stakeholders in order to move forward their adoptions and implementation. This memo begins with a brief discussion of the considerations taken into account by the RJTF as it developed these recommendations, followed by an overview of the racial disparities in Contra Costa County, and then a presentation of recommendations. Appendices provide more information on the Task Force voting process, including a breakdown of how each RJTF member voted on each recommendation, as well as additional data on disparities in local criminal and juvenile justice systems.

### Considerations in RJTF Areas of Focus and Recommendations

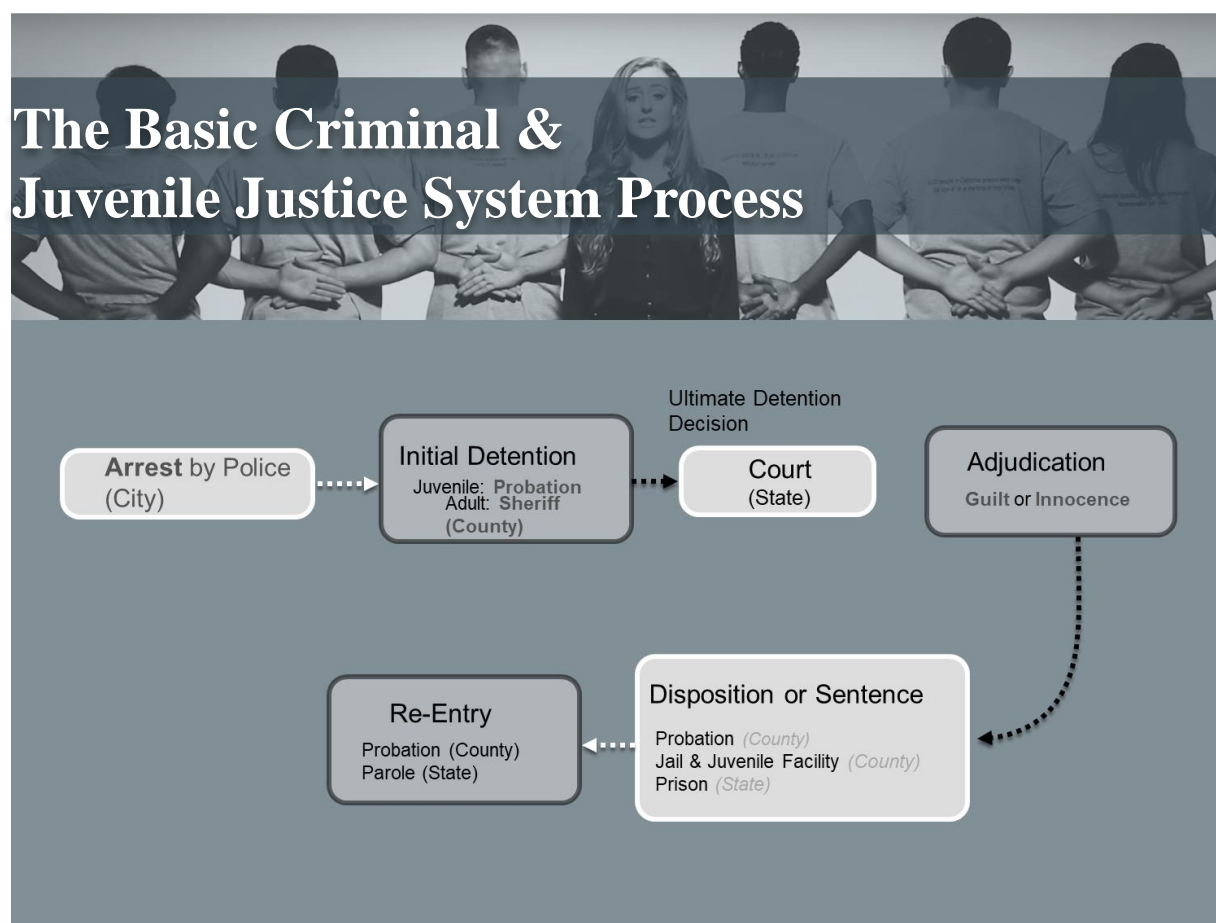
The criminal and juvenile justice systems are comprised of a wide array of agencies and organizations that have different statutory responsibilities and authority and operate in different jurisdictions (Figure 1). As the RJTF began its work, the group had to grapple with two key considerations related to the scope of the justice system and of the Task Force itself: 1) whether to focus only on agencies and processes under County jurisdiction and authority, and 2) how to prioritize breadth, and make recommendations across



the justice system, or depth, and make a smaller number of recommendations but with greater specificity and readiness for implementation.

In terms of the former, RJTF members quickly agreed that despite the body having been convened to make recommendations for County action, it was impossible to understand disparities in County justice processes without first examining adults’ and youths’ entry into these processes, namely arrests and other issues related to local law enforcement. Therefore, both data and recommendations below are inclusive of criminal justice system agencies that operate within Contra Costa County but do not report to the Board, including local law enforcement agencies and the Superior Court. There are also recommendations for the school districts that operate within the County.

Figure 1. Overview of Criminal and Juvenile Justice System Process



In addition to taking a more expansive approach in deciding which justice system agencies and processes to include under its purview, the RJTF also agreed to take a broad focus, looking at disparities across criminal and juvenile justice processes and putting forth an extensive set of recommendations to address all of them, rather than a narrower focus on any one process or area of focus. As a consequence, the recommendations made here should be viewed as a starting point as part of a longer implementation process.

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In addition to the two considerations described above, as the RJTF engaged in the process of developing recommendations, one other key decision point regularly emerged for consideration: whether and how much to focus on feasibility—and affordability—in making recommendations to the Board. Ultimately, the majority of RJTF members felt strongly that the task of this body was to review data and make recommendations based on observed disparities; RJTF members did not want the scope of these recommendations to be constrained by “likely” County action, agreeing that if a recommendation was important, the Task Force should make it rather than pre-determining what the County might ultimately implement.

## **Key Findings: Overview of Racial Disparities in Contra Costa County Criminal and Juvenile Justice Systems and Processes**

Obtaining and examining data on racial disparities within the justice system was a critical step in the RJTF’s process and allowed the Task Force to identify key junctures where disparities exist in order to target interventions. A number of data limitations, tied to both data availability and data access, meant that the RJTF was not able to examine all data points of interest, driving a number of recommendations related to data collection and reporting. The lack of available data was a consistent challenge throughout this process, and key challenges included:

- Inconsistent data collection across the many local law enforcement agencies (LEAs) in Contra Costa County meant that the RJTF was not able to obtain up-to-date, racially specific data about law enforcement processes and practices; different LEA collect different data elements, have different policies and procedures around the dissemination of data collected, and have varying internal capacity for data management and analysis;
- Concerns about protecting youth’s confidentiality limited the Court’s willingness to make juvenile delinquency court data available; and
- California Judicial Council guidance to the Contra Costa County Court Executive Officer discouraged the Court from sharing individual-level criminal court data.

Because of these challenges, the RJTF had limited ability to obtain the type of individual-level data necessary to track racial disparities across different points in the criminal or juvenile justice process and relied largely on aggregate data and/or data available through public data sources. Data were collected from the State of California Department of Justice (DOJ) Criminal Justice Statistics Center (CJSC), the Contra Costa County Probation Department, the Contra Costa County Superior Court, the Contra Costa County Sheriff’s Office, and the Contra Costa County Racial Justice Coalition. Because different data are available from different sources at different points in time, these data span from 2013 through 2017.

Based on the data that was available, the following findings emerged:

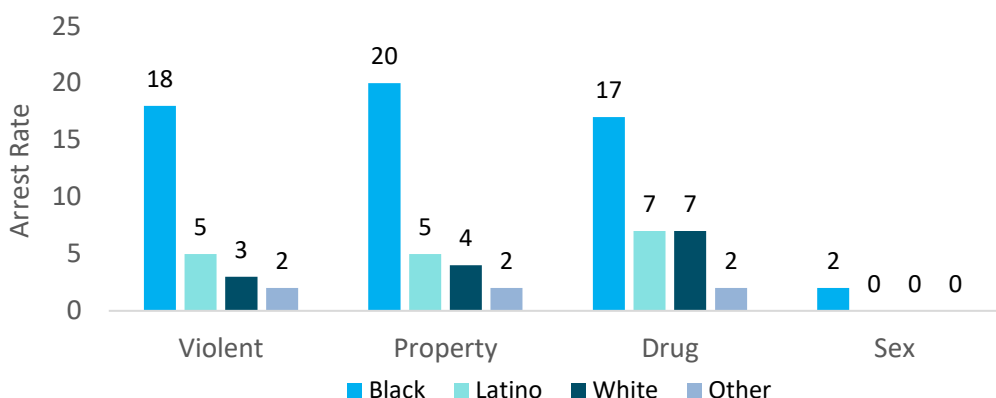


## Law Enforcement Disparities

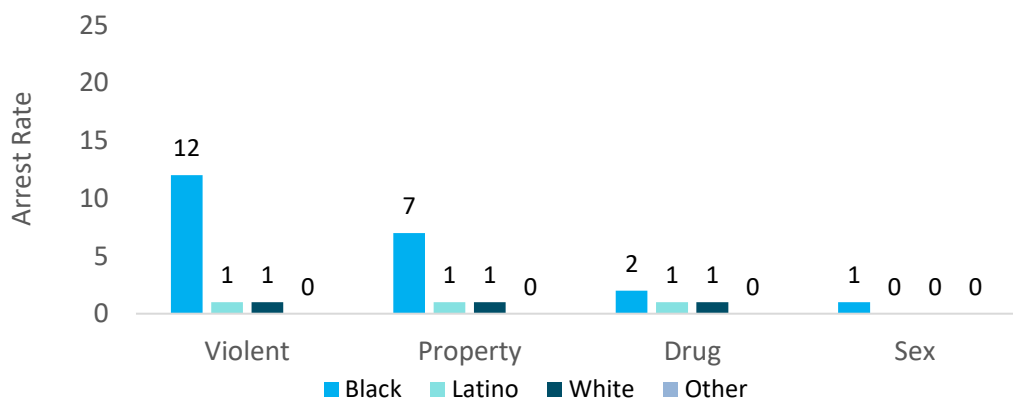
### Finding 1. Higher arrest rates for Black youth and adults across Contra Costa County drive disparities in justice system involvement and outcomes.

According to data from the State of California DOJ CJSC, in both 2013 and 2014, Blacks were more likely to be arrested than individuals from any other racial/ethnic group in every city except one in Contra Costa County. While the specific rate of the disparity varied by city the disparity tended to be higher in cities with smaller black populations (see Appendix B for more information). Across the County, Black adults were more than 3 times more likely to be arrested than adults from any other racial/ethnic group, and Black youth were more than 7 times more likely to be arrested than youth from any other racial/ethnic group.

**Figure 2. Contra Costa County, 2014 Adult Arrests per 1,000**



**Figure 3. Contra Costa County, 2014 Juvenile Arrests per 1,000**



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**Finding 2. While this finding is consistent across cities in the County, differences in the offenses with the greatest disparities indicates that different local contexts drive these disparities.**

Despite the clear and consistent trend in Blacks being arrested more than any other racial/ethnic group, 2013 and 2014 DOJ data that there are notable differences in the rate of this disparity, as well as in the specific offenses for which Black residents are disproportionately arrested. For example, some cities show the greatest rate of disparity for felony offenses, while others show greater disparities for misdemeanors; similarly, some cities show greater disparities for violent offenses, while others show greater disparities for property or drug crime. What these data make clear is that different local patterns and practices drive these disparities.

This finding was also supported by qualitative data collection, which showed that the practices related to routing people away from formal criminal or juvenile justice processing—known as “diversion”—vary greatly across Contra Costa County. Different cities have different approaches to both formal and informal diversion, including different offenses for which they are willing to divert people and differences in whether and to what extent individuals who are arrested may be diverted to local organizations to address underlying issues that may lead to criminal or delinquent behavior and, subsequently, arrests.

### Juvenile Justice Disparities

**Finding 3. Black youth in Contra Costa County were much more likely than Latino and White youth to be referred to Probation.**

Unsurprisingly given the disproportionate rate at which Black youth are arrested, data from the Contra Costa County Probation Department indicate that Black youth are more likely to be referred to Probation for possible further delinquency system processing. According to data from the Probation Department, in 2014 and 2015, Black youth were between 9-11 times more likely to be referred to Probation than White youth and 5-6 times more likely to be referred than Latino youth. Latino youth were also approximately twice as likely to be referred to Probation as White youth. As noted above, the RJTF was not able to obtain individual-level data on youth arrests or referrals, so we could not determine whether or not Black youth were more likely to be referred for similar offenses.

**Finding 4. Black and Latino youth were more likely than White youth to be detained prior to adjudication.**

Among youth who were referred to the Probation Department, both Black and Latino youth were more likely to be detained in the County’s Juvenile Hall, based on Probation data from 2014 and 2015. Both Black and Latino youth were 50% more likely to be detained than White youth after being referred to Probation and, because Black youth are already overrepresented in youth who are arrested and referred to Probation, Black youth who live in Contra Costa County are detained in Juvenile Hall at 14-16 times the rate of White youth. Again, data limitations limited the RJTF’s ability to compare the specific circumstances under which different youth were detained.



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**Finding 5. In 2014, Black youth were sent to secure confinement at a higher rate than all other races; relative to being a ward of the Court, Hispanic youth were securely confined at a higher rate.**

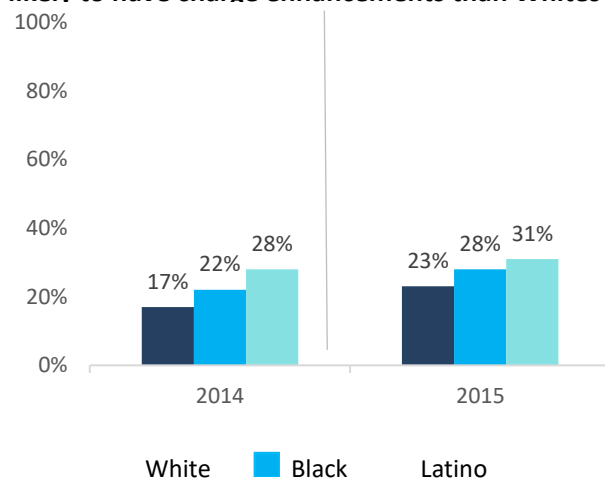
Among youth who are adjudicated delinquent, Black and Latino youth are more likely to receive a disposition that involved secure confinement, including either the Orin Allen Youth Rehabilitation Facility (“the Ranch”) or the California Department of Juvenile Justice (DJJ). According to Probation data from 2014 and 2015, Black youth were 50% to 200% more likely to be sent to secure confinement and Latino youth were 80% to 300% more likely than Whites; because of the cumulative disparities across the juvenile justice system, Black youth in Contra Costa County are confined 16-14 times often as White youth.

### Criminal Justice Disparities

**Finding 6. In 2014 and 2015, a greater proportion of cases with Latino or Black defendants had charge enhancements than cases with White defendants.**

Sentencing enhancements are additional charges within the California Penal Code that allow for additional prison time if an underlying fact or condition is met. There are two kinds of enhancements that can increase the penalties for individuals who are convicted of a criminal offense, “charge enhancements” and “person enhancements.” Charge enhancements can occur when something about the way a crime is committed make the offense eligible for a more serious sentence that it would usually be, for example if someone is convicted of possessing or distributing drugs in a “drug free zone,” around a school or other designated area. Data from the Contra Costa County Superior Court for 2015 and 2016 show that a greater proportion of Black and Latino defendants have charge enhancements, meaning that they are likely receiving more serious penalties for comparable offenses as White defendants.

**Figure 4. Black and Latino defendants are more likely to have charge enhancements than Whites**



**Finding 7. In 2014 and 2015, a greater proportion of Black defendants had person enhancements than either Latino or White defendants.**

An individual can also be eligible for a more serious sentence if he or she has a prior criminal history via “person enhancements,” such as three strikes laws and other “habitual offender” laws. Data from the Contra Costa County Superior Court for 2015 and 2016 show that a greater proportion of Black defendants have person enhancements than White defendants, meaning that they are likely receiving more serious penalties for comparable offenses as White defendants. Although the data available to the RJTF did not allow us to compare the outcomes of defendants of different race/ethnicity with the same charges, this





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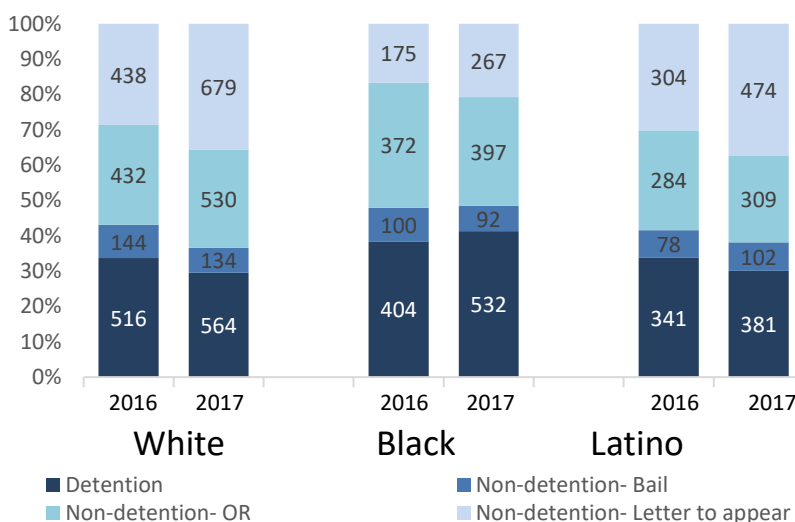
pattern is nonetheless important in light of a growing body of research showing that both kinds of enhancements are a major driver of disparities in imprisonment.<sup>i</sup> In particular, research has shown that Blacks are more likely to live in “drug free zones,” increasing the likelihood that they will be eligible for place-based enhancements; in addition, higher overall context with law enforcement and the criminal justice system has cumulative effects whereby Black defendants are more impacted by habitual offender laws.<sup>ii iii</sup>

#### **Finding 8. From 2015 to 2017, Black adults in Contra Costa County were more likely than Latino or White adults to be detained pre-trial.**

Data from the Contra Costa County Sheriff’s Office showed that in 2016 and 2017, Black and Latino defendants were disproportionately likely to be detained pretrial than White defendants. The reasons for this included both court decisions related to bail and release as well as defendants’ ability to pay bail and obtain release.

Given the cumulative disparities across criminal justice processes, Black residents of Contra Costa County are held in pretrial detention at almost 7 times the rate of White residents; Latino residents are held in pretrial detention at 2.5 times the rate of Whites.

**Figure 5. Black defendants are most likely to be detained pretrial**



#### **Finding 9. Changes to County jury selection processes have increased disparities in who services on juries in Contra Costa County.**

Starting in 2011, Contra Costa County Superior Court made changes to the jury selection process and misdemeanor trial locations. Whereas previously, jurors for misdemeanor trials had been selected regionally to serve on trials in East, West and Central county regions, so that the jury pool was representative of the region in which an alleged crime occurred, beginning in 2011, the Court centralized the trials to occur at the Martinez Courthouse and began selecting jurors from a countywide pool. In tandem, these processes appear to have resulted in juries that are more White and less representative of the overall County population.



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## Recommendations

### Oversight and Accountability

While the Contra Costa County RJTF has made critical progress in developing a broad set of recommendations for addressing racial disparities in the County's criminal and juvenile justice systems, there is much work to be done to implement these recommendations and assess their efficacy. Moreover, it is critical to the RJTF that this be done transparently and with ongoing input from a diverse array of stakeholders.

#### Recommendations

- 1) The Racial Justice Task Force recommends that the Board of Supervisors appoint a Racial Justice Oversight Body (RJOB) to oversee the implementation of the recommendations made by the Task Force, as specified by the Board of Supervisors. The RJOB would meet on a quarterly basis and report to the Board on an annual basis. The RJOB shall be made up of the following members:
  1. A representative from the Superior Court, as a non-voting member
  2. The Sheriff or his designee
  3. The Chief Probation Officer or his designee
  4. The Public Defender or her designee
  5. The District Attorney or her designee
  6. A representative from a local law enforcement agency, nominated by the Contra Costa County Police Chiefs' Association
  7. A representative from the Contra Costa County Board of Education
  8. A representative from Contra Costa County Health Services
  9. Eight community-based representatives, that include at a minimum:
    - a. Two members of the Racial Justice Coalition,
    - b. Two individuals with prior personal criminal or juvenile justice system involvement,
    - c. Three representatives from community-based organizations that work with individuals in the justice system, including at least one person who works directly with youth
    - d. One representative from a faith-based organization*Any individual may meet more than one of these qualifications.*

The RJTF further recommends that the work of this body be staffed by the County Office of Reentry and Justice, and that funds for facilitation be allocated through an RFP process.

- 1) a. The RJOB should or a subcommittee thereof should review local criminal and juvenile justice data in order to identify and report on racial disparities. This will include a review of use-of-force data, as available from the California Department of Justice's Open Justice data.



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## Diversion

Diversion is a broad umbrella term that refers to the process of diverting individuals from formal criminal or delinquent processes following an encounter with law enforcement. Informal diversion may include the decision by a law enforcement officer not to arrest someone from criminal or delinquent behavior or, after arresting someone, choosing not to refer the person onto the District Attorney or Probation Department. Formal diversion generally involves linking individuals to services, supports, and opportunities that can help them address underlying issues that may lead to criminal or delinquent behavior. By helping people avoid formal justice system processing, diversion can be a critical vehicle for reducing racial disparities in the justice system. <sup>iv v</sup>

While diversion programs and practices redirect contact with the justice system, local jurisdictions must be aware that racial disparities can exist in this decision point and further exacerbate racial disparities if decision-making is not carefully monitored. In addition, because Blacks are so much more likely to have contact with the justice system and are often charged with more serious offenses than individuals from other racial/ethnic groups, diversion efforts that exclude people with prior justice system contact and/or are only limited to the most minor offenses often exacerbate racial disparities. Effective diversion programs are targeted, collaborative, and data driven.

### Current Practices in Contra Costa County

Diversion is currently implemented inconsistently across Contra Costa County. Many local law enforcement agencies have their own diversion approaches and programs, but neither diversionary offenses nor diversion programs/processes are standardized across the county. At the County level, the District Attorney's Office has some limited diversion programs, such as the Bad Check Diversion Restitution program, and the Probation Department informally diverts youth whose offense are not determined appropriate for formal processing.

### Recommendations

- 2) With the goal of reducing racial disparities in the Contra Costa County criminal justice system, form a committee to recommend countywide criteria and protocols for formal and informal diversion. The recommendations shall be evidence-based and follow established best practices. In considering what criteria and protocols to recommend, the committee shall
  1. Develop separate recommendations for adult and juvenile populations.
  2. Strive to ensure the broadest possible pool of eligible participants.
  3. Strive to ensure that prior criminal justice involvement does not bar a person's eligibility for diversion.
  4. Ensure that the inability to pay for the costs of diversion will not prohibit participation.
  5. Recommend, as appropriate, partnerships between law enforcement agencies and community-based organizations to provide diversion services and oversight.

This committee may be a subgroup of the Racial Justice Oversight Body (RJOB) and will report to the RJOB.



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- 3) Expand the use of crisis intervention teams, mobile crisis teams, and behavioral health assessment teams so they are available across the County.
- 4) Local law enforcement agencies shall issue citations and establish non-enforcement diversion programs as an alternative to arrests.

**Data**

Thorough data collection and use are essential to monitoring and tracking whether agencies are producing equitable outcomes across race and ethnicity, and efforts to address bias and disproportionate minority contact throughout justice systems are succeeding.

Data collection, analysis and reporting disaggregated by race, ethnicity, geography and offense will give stakeholders visibility on efficacy and implementation fidelity of interventions, where disparities persist, whether progress to reduce disparities is being made, and whether the strategies are properly implemented. Ultimately, data driven processes increase transparency and legitimacy to broader stakeholders about the initiatives to reduce disparities in the county.

**Current Practices in Contra Costa County**

Although County criminal justice system agencies and local law enforcement agencies in Contra Costa County generally collect data about individual contact with different criminal or juvenile justice systems, there has been no systematic countywide effort to standardize what data are collected, define how race is identified and tracked across different systems, or agree on reporting processes. In addition, although the County has used AB 109 funds to invest in client data management systems for several public agencies, these agencies tend to lack to the capacity to extract and analyze these data on a regular basis.

**Recommendations**

- 5) All Contra Costa County criminal justice agencies and local law enforcement agencies shall collect individual-level data on all individual encounters with criminal and juvenile justice systems and processes. In so doing, they should consult best practices to balance data needs with confidentiality regulations.
  - a. Office of Reentry and Justice shall publish race-specific data online on all of the above to create greater transparency and accountability of the County criminal justice agencies and local enforcement agencies.
  - b. All Contra Costa County criminal justice agencies and local law enforcement agencies shall improve capacity for data collection and analysis including expanding staff with data analysis capabilities.
  - c. Office of Reentry and Justice shall support analysis of interventions implemented through the RJTF to measure efficacy and assess impact on racial disparities.



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## County Support for Local Agencies

As Figure 1. Overview of Criminal and Juvenile Justice System Process on page 2 makes clear, county-level criminal and juvenile justice agencies are fundamentally connected to and impacted by the policies and practices of non-county agencies. In particular, city-level law enforcement practices necessarily determine who ends up in County-level justice system agencies. In addition, school district approaches to school discipline have a direct relationship with whether or not youth are referred to county juvenile justice systems. Thus, while the RJTF was convened by the Contra Costa County Board of Supervisors to make recommendations for County processes, the following recommendations are based on addressing the inherent interconnectedness of County and more local processes.

### Recommendations

- 6) The County shall work with local enforcement agencies to seek funds that support the integration of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations.
  - a. The County shall work with local enforcement agencies to seek funds to implement improved procedural justice practices and implicit bias training.
    - i. Identify funding for procedural justice training utilizing the train the trainer model.
    - ii. Work with the Chief's Association to create a forum to share information and strengthen promising practices around procedural justice and implicit bias trainings.
- 7) In addition, local enforcement agencies in Contra Costa County should:
  - i. Ensure inclusion of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations
  - ii. Provide procedural justice and implicit bias training to all staff
- 8) The County Office of Education shall provide resources to incentivize school districts to explore, evaluate, implement or expand existing non-punitive discipline practices, such as Positive Behavioral Interventions Support (PBIS) and Restorative Justice (RJ) practices.
  - i. Identify funding for continuous training and technical assistance to all schools in the County to support implementation of PBIS and Restorative Justice, as well as data collection to assess implementation and impact.
- 9) The County Office of Education shall work with school districts to provide behavioral health services such as counseling, peer support, and early intervention services for youth presenting signs of emotional, mental, and/or behavioral distress.

## Community Engagement and Services

Collaboration and structured partnerships with the community is essential. The justice system needs to recognize community based organizations and faith-based organizations as legitimate partners in reducing disparities. The community brings urgency, insight and creative solutions that can acutely reduce



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disparities and bring about a lasting change especially around reintegration and serving as alternatives to justice involvement.

#### **Current Practices in Contra Costa County**

Reentry programming in Contra Costa County is provided regionally using AB 109 funding, with the Reentry Success Center serving West County and HealthRIGHT360 delivering services under the Central-East Network of Services, also known as The Network. The Reentry Success Center provides services to individuals and families impacted by incarceration, helping to plan critical next steps after contact with police or courts. In addition, AB 109 funding supports a range of services and supports for any individual with a history of justice system involvement.

The County is also in the process of revising its reentry strategic plan through a community-engagement and planning process.

#### **Recommendations**

- 10) County criminal justice agencies shall establish formal partnerships with community-based organizations to provide greater capacity for
  - i. diversion,
  - ii. reentry programs,
  - iii. alternatives to detention
  - iv. pretrial services
  - v. in custody programming

All community-based organizations receiving funding from the County shall be evaluated for efficacy and effectiveness of program goals and objectives to ensure populations are appropriately served. Community input shall be an integral part of this process.

- 11) Establish a community capacity fund to build the capacity of community-based organizations – especially those staffed by formerly incarcerated individuals – to contract with the County and provide services to reentry clients.
- 12) The County and/or RJOB shall collaborate with the Community Corrections Partnership- Executive Committee (CCP-EC) to consider increasing realignment funding for community services.

#### **Practices Related to Trial and Adjudication Processes**

There are a number of practices that agencies involved in the adjudication process – courts, prosecution, and defense – can implement to reduce racial disparities in the justice system. For the Court, using a jury pool that is as representative as possible to the local population increases the likelihood that individuals are judged by a jury of their peers. District Attorney's Offices wield a great deal of power through their ability to decide whether and how to charge an individual with a criminal offense, as well as whether to request money bail or a release on recognizance. Public Defenders Offices, as the public agency advocating for the rights of individuals accused of crimes, are uniquely situated to support defendants, not only through vigorous defense but also by providing other services aimed at both addressing



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underlying issues that may be associated with justice system involvement, such as behavioral health issues, as well as by providing legal services to help people address some of the collateral consequences of criminal justice contact, such as immigration or child welfare issues.

**Current Practices in Contra Costa County**

Contra Costa County uses a master jury list created by combining a list of all registered voters as well as persons who have a valid driver’s license or identification card issued by the Department of Motor Vehicles. Contra Costa County employs a One Day/One Trial system, where<sup>vi</sup> Under this system, individuals are typically assigned to jury selection after one day at the courthouse, and then their service is complete for at least 12 months.<sup>vii</sup> Individuals are selected from a countywide pool. The District Attorney’s Office does not currently have any official policies regarding the use of sentence enhancements or bail requests.<sup>1</sup> The Public Defender’s Office currently employs several social workers, funded through AB 109, who work with clients to support both legal advocacy and linkage to services to address psychosocial needs.

**Recommendations**

- 13) Encourage the Superior Court to return to the process of jury selection whereby jurors are called to service to their local branch court for misdemeanor trials.
- 14) The Public Defender’s Office shall hire social workers who can assess clients’ psychosocial needs and link them to services.
- 15) The Public Defender’s Office, either directly or through partnerships with community-based organizations, should offer civil legal representation to clients. For youth, this should focus on educational advocacy.

**Confinement**

Indiscriminate use of confinement increases racial and ethnic disparity. Disparities in confinement can be reduced when successful and robust strategies are implemented at the front end of the justice system. Strategies to reduce racial and ethnic disparities in confinement address policies and practices that affect discipline, conditions of confinement, and facilitate smooth reintegration into the community.

**Current Practices in Contra Costa County**

Contra Costa County has placed emphasis on developing formalized partnerships between the Office of the Public Defender, Probation, the Sheriff’s Department, and the District Attorney’s Office in order to decrease the pretrial in-custody population. Through this collaboration, the County has developed the cross-departmental Pre-trial Services (PTS) and Arraignment Court Early Representation (ACER) program. PTS provides judges with greater information by using a modified version of the Virginia Pretrial Risk Assessment Instrument (VPRAI). ACER ensures the presence of attorneys at defendants’ initial court appearances and is intended to increase the likelihood that appropriate defendants will be released on

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<sup>1</sup> The RJTF considered but did not ultimately support a recommendation to limit the use of sentence enhancements.





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their own recognizance (OR) for the duration of the court process and allow for the expedited resolution of cases.

Contra Costa County also worked with RDA to develop a pre-release planning pilot program plan, and has recently implemented this pilot. Finally, the County's Custody Alternative Facility allows individuals who are low risk to public safety to be released from custody and supervised by deputies from the Sheriff's Office.

### Recommendations

- 16) Expand eligibility for Pre-Trial Services and increase Pre-Trial Services staffing, with a focus on reducing racial disparities and replacing the money bail system.
- 17) Expand the current pre-release pilot to serve all individuals in custody.
- 18) Establish an independent grievance process for individuals in custody in County adult detention facilities to report concerns related to conditions of confinement based on gender, race, religion, and national origin. This process shall not operate via the Sheriff's Office or require any review by Sheriff's Office staff.
- 19) Establish an independent monitoring body to oversee conditions of confinement in County adult detention facilities based on gender, race, religion, and national origin and report back to the Board of Supervisors.

### Other

- 20) All County staff shall participate in and complete implicit bias training.

### Next Steps

The RJTF has made important progress in reducing racial disparities in Contra Costa County justice systems and there are a number of next steps that will be essential for carrying this work forward. The first recommendations provided here – the creation of a Racial Justice Oversight Body – will be an essential vehicle for taking these steps, and establishing the RJOB is an important next step. Once this Body has been established, staffed, and membership recruited, there are several steps necessary to ensure its progress and efficacy:

1. **Prioritization of recommendations:** the RJTF intentionally choose to take a broad view of its charge and developed a lengthy set of recommendations across justice systems and processes. Further action will now require greater focus on a smaller set of recommendations in order to delineate and then implement the concrete steps necessary for implementation. Toward this end, the County and/or RJOB must prioritize those recommendations of greatest interest, in particular identifying those that will be addressed in the upcoming fiscal year versus those that will be addressed in subsequent years.
2. **Establish subcommittees:** For each recommendation selected for immediate action, the RJOB should convene a subcommittee of RJOB members who bring expertise in and commitment to



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addressing that issue or topic area. These subcommittees should include public agency and community member representation and be small enough to do concrete implementation planning.

- 3. **Develop workplans:** Each subcommittee must develop a workplan that delineates core steps for implementing the recommendation(s) that it is working on, including timelines and roles and responsibilities. This will require identifying the individuals and organizations that have influence and authority over changes to policy and practice and establishing processes for engagement them in next steps.

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<sup>i</sup> Nazgol Ghandnoosh. “Black Lives Matter: Eliminating Racial Inequity In The Criminal Justice System,” *The Sentencing Project*. 2015.

<sup>ii</sup> Ibid.

<sup>iii</sup> John MacDonald and Steven Raphael. “An Analysis of Racial and Ethnic Disparities in Case Dispositions and Sentencing Outcomes for Criminal Cases Presented to and Processed by the Office of the San Francisco District Attorney.” (2017).

<sup>iv</sup> Ryan C. Wagoner, Carol A. Schubert, and Edward P. Mulvey, “Probation Intensity, Self-Reported Offending, and Psychopathy in Juveniles on Probation for Serious Offenses,” *Journal of the American Academy of Psychiatry and the Law Online* 43, no. 2 (June 1, 2015): 191–200.

<sup>v</sup> Youth.Gov: Points of Intervention. (2017). Retrieved December 15, 2017 from <https://youth.gov/youth-topics/juvenile-justice/points-intervention>

<sup>vi</sup> <http://www.cc-courts.org/jury/general.aspx>

<sup>vii</sup> <http://www.courts.ca.gov/documents/jurysys.pdf>



## Appendix A: Detailed Summary of Votes

When the RJTF began meeting, members established a series of working agreements that were designed to ensure that all perspectives were valued and that dissenting views were given due consideration. Toward that end, the Task Force agreed to a voting process whereby members could choose one of three options in responding to recommendations: 1. support, 2. do not support, and 3. oppose. If four or more RJTF members—or one-quarter—of the voting RJTF members oppose any action or recommendation, the Task Force agreed that it would not pass. Task Force members could also abstain from any vote.

### Oversight and Accountability

#### Recommendation #1<sup>1</sup>

- 1) The Racial Justice Task Force recommends that the Board of Supervisors appoint a Racial Justice Oversight Body (RJOB) to oversee the implementation of the recommendations made by the Task Force, as specified by the Board of Supervisors. The RJOB would meet on a quarterly basis and report to the Board on an annual basis. The RJOB shall be made up of the following members:
  1. A representative from the Superior Court, as a non-voting member
  2. The Sheriff or his designee
  3. The Chief Probation Officer or his designee
  4. The Public Defender or her designee
  5. The District Attorney or her designee
  6. A representative from a local law enforcement agency, nominated by the Contra Costa County Police Chiefs' Association
  7. A representative from the Contra Costa County Board of Education
  8. A representative from Contra Costa County Health Services
  9. Eight community-based representatives, that include at a minimum:
    - a. Two members of the Racial Justice Coalition,
    - b. Two individuals with prior personal criminal or juvenile justice system involvement,
    - c. Three representatives from community-based organizations that work with individuals in the justice system, including at least one person who works directly with youth
    - d. One representative from a faith-based organization*Any individual may meet more than one of these qualifications.*

The RJTF further recommends that the work of this body be staffed by the County Office of Reentry and Justice, and that funds for facilitation be allocated through an RFP process.

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<sup>1</sup> The RJTF spent several meetings discussing and refining these recommendations. Through this process, some recommendations were combined or rearranged; as a result, there are sometimes gaps in numbering.





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**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

**Recommendation #1a**

- 1) a. The RJOB should or a subcommittee thereof should review local criminal and juvenile justice data in order to identify and report on racial disparities. This will include a review of use-of-force data, as available from the California Department of Justice’s Open Justice data.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

**Diversion**

**Revised Recommendation #2**

With the goal of reducing racial disparities in the Contra Costa County criminal justice system, form a committee to recommend countywide criteria and protocols for formal and informal diversion. The recommendations shall be evidence-based and follow established best practices.

In considering what criteria and protocols to recommend, the committee shall

1. Develop separate recommendations for adult and juvenile populations.
2. Strive to ensure the broadest possible pool of eligible participants.
3. Strive to ensure that prior criminal justice involvement does not bar a person’s eligibility for diversion.
4. Ensure that the inability to pay for the costs of diversion will not be a bar to eligibility or participation.





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Recommend, as appropriate, partnerships between law enforcement agencies and community based organizations to provide diversion services and oversight.

This committee may be a subgroup of the Racial Justice Oversight Body (RJOB) and will report to the RJOB.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, Marcus Walton, William Walker, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>12</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	John Lowden, Cardenas Shackelford	<b>2</b>

**Result:** Passed

**Recommendation #2**

County criminal and juvenile justice agencies and the Police Chief’s Association shall establish criteria for informal and formal diversion, with a focus on those offenses with greatest racial disparity. Toward that end, the County shall identify the offenses for which Black and Latinos are most disproportionately arrested, charged, and convicted and use those as a starting point for diversion efforts.

**Vote by Members\***

Vote	Members	Total
<b>Support</b>		<b>0</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

\* Members did not vote as Revised Recommendation #2 passed

**Result:** Failed

**Recommendation #2a**

Criteria for diversion shall include non-violent felony level crimes such as burglary.

**Vote by Members\***

Vote	Members	Total
<b>Support</b>		<b>0</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

\* Members did not vote as Revised Recommendation #2 passed





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**Result:** Failed

**Recommendation #2b**

Criteria for diversion shall allow individuals with prior justice system involvement to be diverted.

**Vote by Members\***

Vote	Members	Total
<b>Support</b>		<b>0</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

\* Members did not vote as Revised Recommendation #2 passed

**Result:** Failed

**Recommendation #3**

Local enforcement agencies shall establish formal partnerships with community based organizations to provide diversion programs and services for youth and adults. Inability to pay shall not prohibit participation in diversion programs.

**Vote by Members\***

Vote	Members	Total
<b>Support</b>		<b>0</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

\* Members did not vote as Revised Recommendation #2 passed

**Result:** Failed

**Recommendation #3a**

County criminal and juvenile justice departments shall establish formal partnerships with community based organizations to provide diversion programs and services for youth and adults. Inability to pay shall not prohibit participation in diversion programs.

**Vote by Members\***

Vote	Members	Total
<b>Support</b>		<b>0</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

\* Members did not vote as Revised Recommendation #2 passed





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**Result:** Failed

**Recommendation #4**

Expand the use of crisis intervention teams, mobile crisis teams, and behavioral health assessment teams so they are available across the County.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

**Recommendation #5**

Local law enforcement agencies shall issue citations and establish non-enforcement diversion as an alternative to arrests.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>13</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Harlan Grossman	<b>1</b>

**Result:** Passed





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## Data

### Recommendation #6

All Contra Costa County criminal justice agencies and local law enforcement agencies shall collect individual-level data on all individual encounters with criminal and juvenile justice systems and processes. In so doing, they shall consult best practices to balance data needs with confidentiality concerns.

#### Vote by Members

Vote	Members	Total
<b>Support</b>	Bisa French, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>13</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Todd Billeci	<b>1</b>

**Result:** Passed

### Recommendation #6a

Office of Reentry and Justice shall publish race-specific data online on all of the above to create greater transparency and accountability of the County criminal justice agencies and local enforcement agencies.

#### Vote by Members

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Discussion:** Todd Billeci shared there may be court-involved issues attaining juvenile data

**Result:** Passed





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**Recommendation #6b**

All Contra Costa County criminal justice agencies and local law enforcement agencies shall improve capacity for data collection and analysis including expanding staff with data analysis capabilities.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Leslie Takahashi, Venus Johnson, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>11</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Bisa French, Todd Billeci, John Lowden,	<b>3</b>

**Discussion:** Bisa French shared concern about the fiscal impact of this recommendation. Todd Billeci shared he does not like the word “shall” in this recommendation. Venus Johnson shared she whole heartedly believes system change is driven through data and policy however, the Board does not have the authority to make this happen. She stated all agencies should be working independently towards better data collection and analysis to drive policy change. . John Lowden shared he will abstain in interest of other agencies. Harlan Grossman shared he is unsure who has the authority to do this.

**Result:** Passed

**Recommendation #6c**

Office of Reentry and Justice shall support analysis of interventions implemented through the RJTF to measure efficacy and assess impact on racial disparities.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed





## County Support for Local Agencies

### Recommendation #8

The County shall provide resources to ensure integration of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations.

#### Vote by Members

Vote	Members	Total
<b>Support</b>	Bisa French, Marcus Walton, Tamisha Walker	<b>3</b>
<b>Do Not Support</b>	Leslie Takahashi, Stephanie Medley	<b>2</b>
<b>Oppose</b>	Todd Billeci, Venus Johnson, John Lowden, William Walker, Cardenas Shackelford, Harlan Grossman, Dennisha Marsh, Robin Lipetzky	<b>8</b>
<b>Abstain</b>	Debra Mason	<b>1</b>

**Discussion:** Leslie Takahashi shared while she understands the Board may not have the jurisdiction to do this, it is important to identify the resources needed to make this recommendation happen.

**Result:** Failed

OR

### Revised Recommendation #8

The County shall work with local enforcement agencies to seek funds that support the integration of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations.

#### Vote by Members

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

### Recommendation #8a

The County shall provide resources to incentivize local enforcement agencies to implement improved procedural justice practices and implicit bias training.

- i. Identify funding for procedural justice training utilizing the train the trainer model
- ii. Work with the Chief’s Association to create a forum to share information and strengthen promising practices around procedural justice and implicit bias trainings.





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**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

**Recommendation #9**

In addition, local enforcement agencies in Contra Costa County shall:

- i. Ensure inclusion of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations
- ii. Provide procedural justice and implicit bias training to all staff

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

**Recommendation #10**

The County Office of Education shall provide resources to incentivize school districts to explore, evaluate, implement or expand existing non-punitive discipline practices, such as Positive Behavioral Interventions Support (PBIS) and Restorative Justice practices.

- i. Identify funding for continuous training and technical assistance to all schools in the County to support implementation of PBIS and Restorative Justice, as well as data collection to assess implementation and impact.







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**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Leslie Takahashi, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>12</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Todd Billeci, Venus Johnson	<b>2</b>

**Result:** Passed

**Recommendation #10a**

The County Office of Education shall work with school districts to provide supportive behavioral health services such as counseling, peer support, and early intervention services for youth presenting signs of emotional, mental, and/or behavioral distress.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>13</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Todd Billeci	<b>1</b>

**Result:** Passed

**Revised Recommendation #11**

In their review and approval of Local Control and Accountability Plans (LCAPs) and supplemental funding, the County Office of Education shall prioritize the following, as far as legally possible.

- a. Exploring and identifying programs that focus on faculty and staff trainings and their interactions with students. Such programs shall support developing strategies that address behavior issues to achieve positive outcomes such as My Teacher Partner Program (MTP).
- b. Requiring school districts to create partnerships with culturally specific organizations to routinely train faculty and staff on the issues facing communities of color.





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**Vote by Members**

Vote	Members	Total
<b>Support</b>	Leslie Takahashi, , William Walker, Tamisha Walker, Stephanie Medley, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>7</b>
<b>Do Not Support</b>	Marcus Walton, Cardenas Shackelford, Harlan Grossman	<b>3</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Bisa French, Todd Billeci, Venus Johnson, John Lowden	<b>4</b>

**Result:** Failed

### Community Engagement and Services

**Recommendation #12**

County criminal justice agencies shall establish formal partnerships with community-based organizations to provide greater capacity for

- i. diversion,
- ii. reentry programs,
- iii. alternatives to detention
- iv. pretrial services
- v. in custody programming

All community-based organizations receiving funding from the County shall be evaluated for efficacy and effectiveness of program goals and objectives to ensure populations are appropriately served. Community input shall be an integral part of this process.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed

**Recommendation #13**

Establish a community capacity fund to build the capacity of community-based organizations – especially those staffed by formerly incarcerated individuals – to contract with the County and provide services to reentry clients.





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**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, , Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>13</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Tamisha Walker	<b>1</b>

**Result:** Passed

**Recommendation #15**

The County and/or RJOB shall collaborate with the Community Corrections Partnership- Executive Committee (CCP-EC) to consider increasing realignment funding for community services.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>12</b>
<b>Do Not Support</b>	Todd Billeci	<b>1</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Bisa French	<b>1</b>

**Result:** Passed

**Practices Related to Trial and Adjudication Processes**

**Recommendation #16a**

Encourage the Superior Court to return to the process of jury selection whereby jurors are called to service to their local branch court for misdemeanor trials.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>14</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Result:** Passed





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**Recommendation #16b**

Encourage the Superior Court to assign felony jury trials to the branch courts having jurisdiction over the location where the alleged offense occurred.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Leslie Takahashi, Venus Johnson, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Robin Lipetzky	<b>5</b>
<b>Do Not Support</b>	John Lowden, Harlan Grossman, Dennisha Marsh, Debra Mason	<b>4</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Bisa French, Todd Billeci, , Marcus Walton, William Walker,	<b>5</b>

**Result:** Failed

**Recommendation #17**

Establish circumstances where DA won't seek sentence enhancements. As a starting point, the DA's Office shall not seek enhancements for any offenses in which defendants are eligible for Prop 47 relief.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Leslie Takahashi, William Walker, Tamisha Walker, Stephanie Medley, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>7</b>
<b>Do Not Support</b>	John Lowden	<b>1</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Bisa French, Todd Billeci, Venus Johnson, Marcus Walton, Cardenas Shackelford, Harlan Grossman	<b>6</b>

**Discussion:** Venus Johnson shared there is a caveat to this recommendation. She shared there are currently cases going through the justice system where the courts are deciding if Prop 47 applies to certain offense that may not have been specifically listed in the ballot initiative. . Depending on the results of those cases, charging decisions will be impacted. Venus shared she does not disagree with the recommendation, but due to the way it is written and the stance of the legal system, she will abstain.

**Result:** Failed





**Recommendation #18a**

Public Defender’s Office shall hire social workers who can assess clients’ psychosocial needs and link them to services.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Leslie Takahashi, Venus Johnson, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>12</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Todd Billeci, John Lowden	<b>2</b>

**Result:** Passed

**Recommendation #18b**

The Public Defender’s Office, either directly or through partnerships with community-based organizations, shall offer civil legal representation to clients. For youth, this shall focus on educational advocacy

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Leslie Takahashi, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>10</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>	Harlan Grossman	<b>1</b>
<b>Abstain</b>	Todd Billeci, Venus Johnson, John Lowden	<b>3</b>

**Discussion:** Tamisha Walker shared the County does not currently provide enough funding for the Public Defender’s Office so she will support it. Stephanie Medley shared similar sentiments as Tamisha and shared the recommendation as it is written does not attach any resources to it or identifies any.

**Result:** Passed





## Confinement

### Recommendation #19

Expand eligibility for Pre-Trial Services and increase Pre-Trial Services staffing, with a focus on reducing racial disparities and replacing the money bail system.

#### Vote by Members

Vote	Members	Total
<b>Support</b>	Todd Billeci, Leslie Takahashi, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>13</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Bisa French	<b>1</b>

**Result:** Passed

### Recommendation #20

Expand the current pre-release pilot to serve all individuals in custody.

#### Vote by Members

Vote	Members	Total
<b>Support</b>	Bisa French, Todd Billeci, Leslie Takahashi, Venus Johnson, , Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Robin Lipetzky	<b>12</b>
<b>Do Not Support</b>	John Lowden, Debra Mason	<b>2</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>		<b>0</b>

**Discussion:** Todd Billeci clarified this recommendation pertains to a pre-release program not pre-trial

**Result:** Passed

### Recommendation #21

Establish an independent grievance process for individuals in custody in County adult detention facilities to report concerns related to conditions of confinement based on gender, race, religion, and national origin. This process shall not operate via the Sheriff’s Office or require any review by Sheriff’s Office staff.

#### Vote by Members





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Vote	Members	Total
<b>Support</b>	Leslie Takahashi, Venus Johnson, , Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Robin Lipetzky	<b>10</b>
<b>Do Not Support</b>	Todd Billeci, Debra Mason	<b>2</b>
<b>Oppose</b>	John Lowden	<b>1</b>
<b>Abstain</b>	Bisa French	<b>1</b>

**Discussion:** Debra Mason shared she does not support the recommendation if it requires the elimination of the Sherriff’s current process. She shared she believes there should be an additional step to process any complains if one is not satisfied with the Sherriff’s process.

**Result:** Passed

**Recommendation #22**

Establish an independent monitoring body to oversee conditions of confinement in County adult detention facilities based on gender, race, religion, and national origin and report back to the Board of Supervisors.

**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Leslie Takahashi, Venus Johnson, , Marcus Walton, William Walker, , Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>11</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>	Todd Billeci, John Lowden	<b>2</b>
<b>Abstain</b>	Cardenas Shackelford	<b>1</b>

**Discussion:** Todd Billeci shared that even though he opposes this recommendation, he appreciates the engagement and involvement of the community throughout this process.

**Result:** Passed

**Added Recommendation**

**Recommendation #23**

All County staff shall participate and complete implicit bias training.





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**Vote by Members**

Vote	Members	Total
<b>Support</b>	Bisa French, Venus Johnson, John Lowden, Marcus Walton, William Walker, Cardenas Shackelford, Tamisha Walker, Stephanie Medley, Harlan Grossman, Dennisha Marsh, Debra Mason, Robin Lipetzky	<b>12</b>
<b>Do Not Support</b>		<b>0</b>
<b>Oppose</b>		<b>0</b>
<b>Abstain</b>	Todd Billeci, Leslie Takahashi	<b>2</b>

**Discussion:** Todd shared that he will abstain because he has heard that recent studies indicate that implicit bias training may cause more harm than good.

**Result:** Passed







## Appendix B: Data reviewed by RJTF

This appendix includes a summary of all quantitative data obtained and reviewed by the RJTF. As noted in the project Findings above, data were obtained from a variety of sources, including the State of California Department of Justice (DOJ), the Contra Costa County Probation Department, the Contra Costa County Superior Court, the Contra Costa County Sheriff’s Office, and the Contra Costa County Racial Justice Coalition. Because different data are available from different sources at different points in time, these data span from 2013 through 2017.

### Local Law Enforcement Data

All data provided below are from the State of California DOJ Criminal Justice Statistics Center (CJSC). Data are from 2014, unless otherwise indicated.

**Across cities in Contra Costa County, Blacks are more likely to be arrested than other racial/ethnic group.**

**Figure 1. Contra Costa County, Adult Arrests per 1,000**

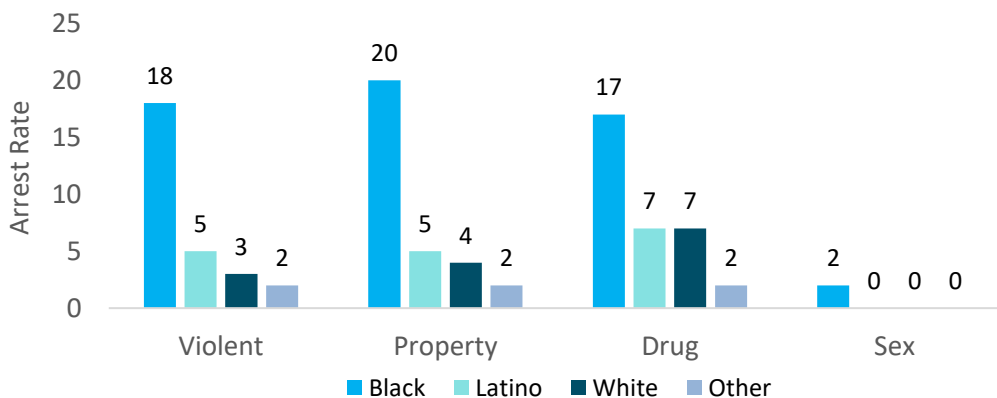


Figure . Illustrates countywide arrest trends among Black, Latino, White and Other adults. Black adults are 6 times more likely than White adults to be arrested for a violent offense, as well as 5 times more likely to be arrested for a property crime and over 2 times as likely to be arrested for a drug offense.





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**Figure 2. Contra Costa County, Juvenile Arrests per 1,000**

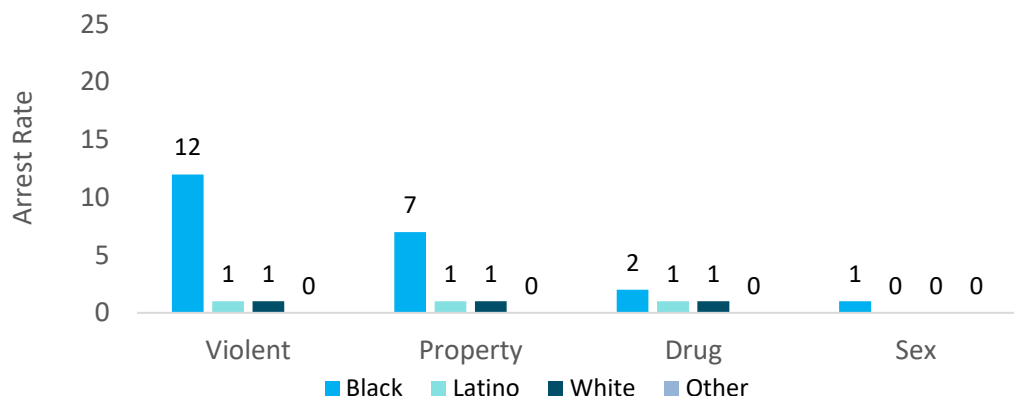


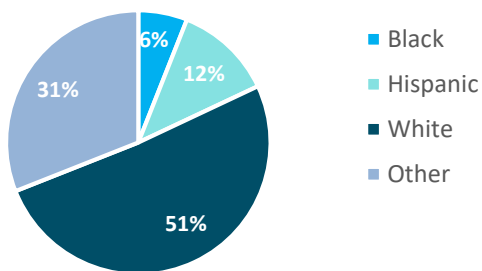
Figure 2. illustrates countywide arrest trends among Black, Latino, White and Other youth. Black youth are 12 times more likely to be arrested for a violent crime than White youth, while they are 7 times more likely to be arrested for a property offense and twice as likely to be arrested for a drug offense than White youth. A greater disparity among arrests rates by race exists within youth as compared to adults.

**Racial disparities in arrests are often greater in cities with smaller Black populations.**

*While these graphs are city specific data, they are examples of a larger trend across most cities in Contra Costa County.*

**Figure 3. El Cerrito Population**

Total Population: 24, 136



**Figure 4. El Cerrito Adult Arrest Rates per 1,000**

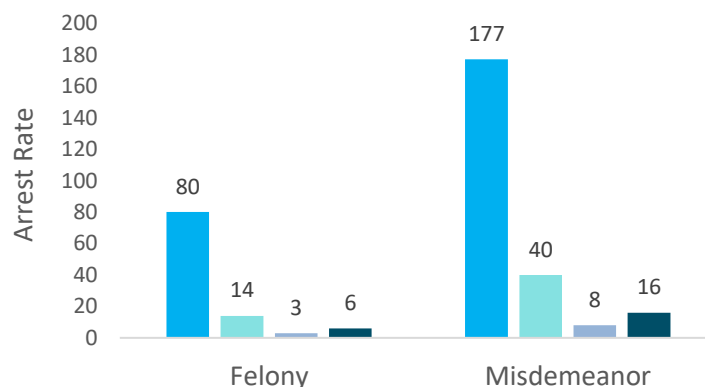


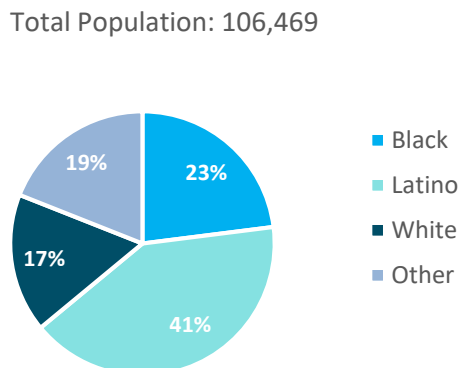
Figure 3. represents a breakdown of El Cerrito’s total population, which is relatively a small population. Of El Cerrito’s total population, 6% are black. Figure 4. shows that Black individuals are approximately 13 times as likely as White individuals to be arrested for a felony and approximately 11 times more likely to be arrested for a misdemeanor.





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**Figure 5. Richmond City Population**



**Figure 6. Richmond Adult Arrests Rate per 1,000**

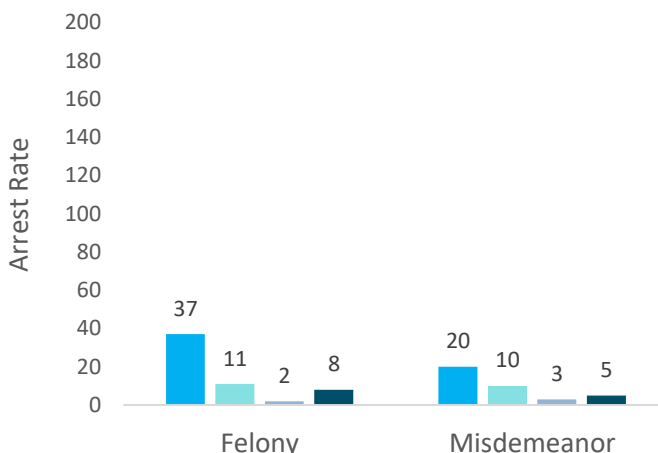
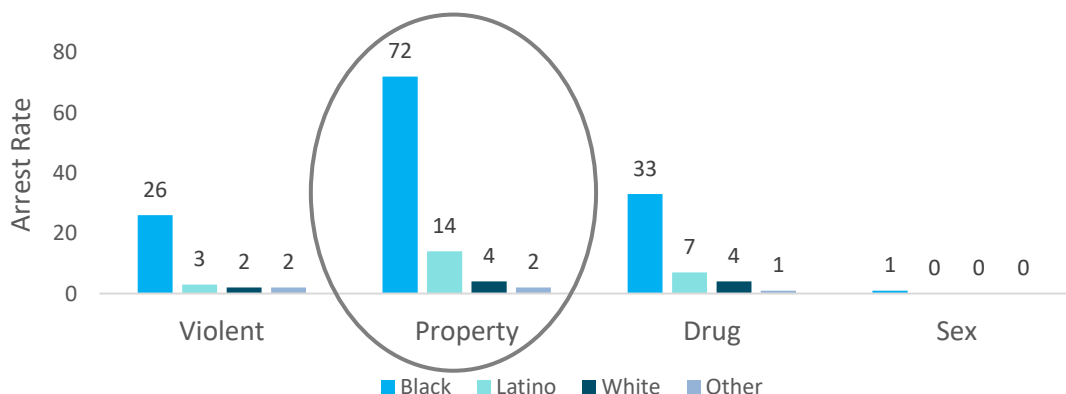


Figure 5. represents a breakdown of Richmond’s total population, which is a much larger city with a larger black population (23%) than El Cerrito. While the racial disparities are not as great as those in El Cerrito or smaller cities, disparities remain. As seen in Figure 6, Black adults are approximately 4.5 times as likely as White adults to be arrested for a felony and approximately 4 times as likely to be arrested for a misdemeanor.

**While Black adults are more likely to be arrested than White adults, there are variations across cities for what offenses disparities are greatest.**

*While these graphs are city specific data, they are examples of a larger trend across most cities in Contra Costa County.*

**Figure 7. City of El Cerrito, Adults Arrest Rates per 1,000**



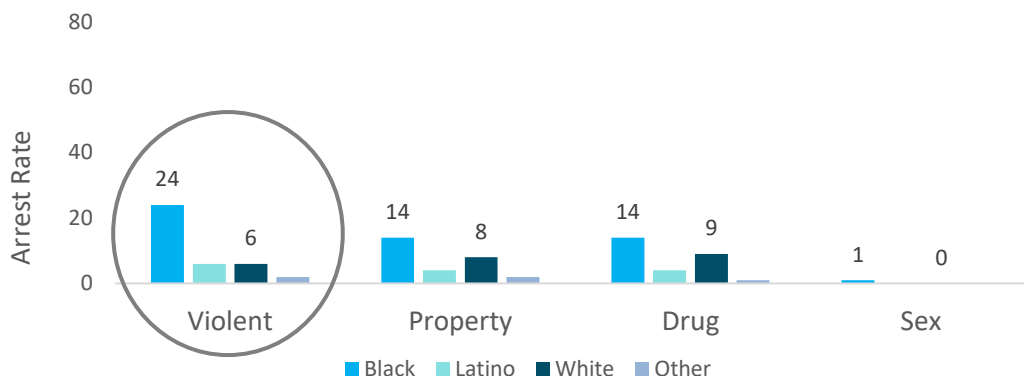
As Figure 7. illustrates, disparities are greatest for property offenses in El Cerrito where Black adults are approximately 18 times as likely as White adults to be arrested for a property offense.





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**Figure 8. City of Antioch, Adult Arrest Rates per 1,000**



As seen in Figure 8., disparities are greatest for violent offenses in Antioch where Black adults are 4 times more likely than White adults to be arrested for a violent offense compared to only 1.5 times more likely to be arrested for a property or drug offense respectively.

**Across most cities in Contra Costa County, Black youth are more likely to be arrested than White or Latino youth. Disparities for Black youth are greater than disparities for Black adults.**

**Figure 9. Contra Costa County, Felony Arrest Rates per 1,000**

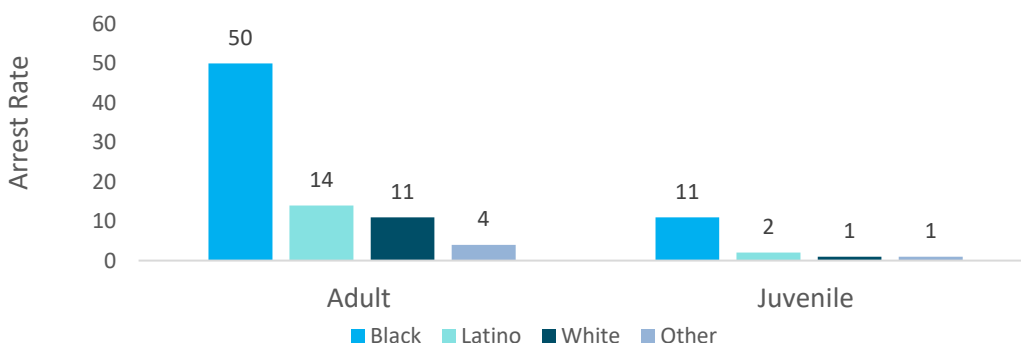


Figure 9. illustrates countywide data in which compared to White adults, Black adults are approximately 5 times more likely to be arrested for a felony while Black youth are 11 times more likely to be arrested than White youth.





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**Figure 10. Contra Costa County, Misdemeanor Arrest Rates per 1,000**

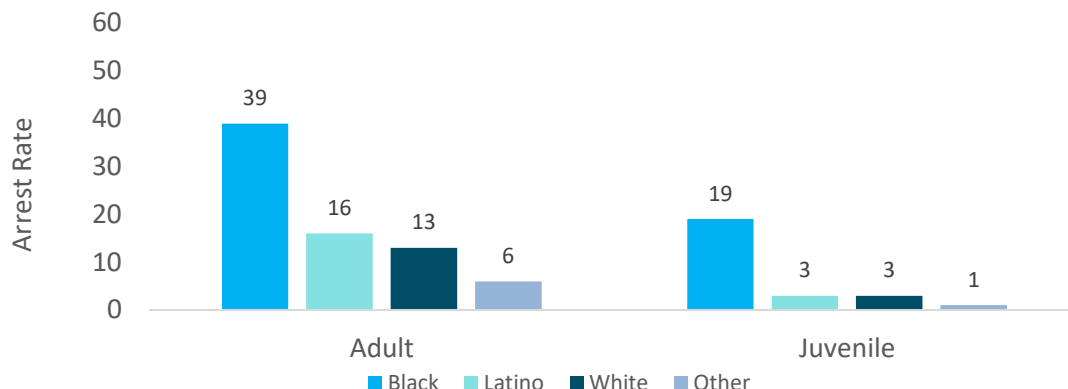
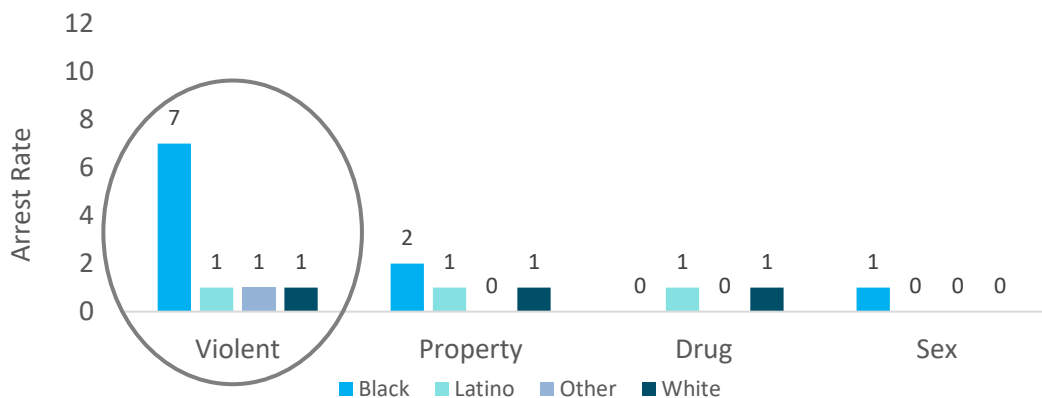


Figure 10. illustrates countywide data in which compared to White adults, Black adults are 3 times more likely to be arrested for a misdemeanor while Black youth are approximately 6 times more likely to be arrested.

**While Black youth are more likely to be arrested than White youth, there are variations across cities for what offenses disparities are greatest.**

**Figure 11. City of Richmond, Juvenile Arrest Rates per 1,000**



As seen in Figure 11, disparities are greatest for violent offenses in Richmond where Black youth are 7 times more likely to be arrested for a violent offense than White or Latino youth.





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**Figure 12. City of Pittsburg, Juvenile Arrest Rates per 1,000**



As seen in Figure 12, disparities are greatest for property offenses in Pittsburg where Black youth are 3 times more likely to be arrested for a property offense than White or Latino youth.

**Although LEAs have implemented diversion practices, there is no systematic data collection on these programs, who is diverted, or their impact**

None of the following law enforcement agencies collect race-specific data on diversion practices:

- Richmond PD partners with RYSE to divert youth from official processing.
- Antioch PD partners with Reach to divert youth from official processing.
- Pittsburg and Concord PD have implemented the community court model to divert some adult and juvenile cases from formal processing.





### Juvenile Justice Data

All data provided below are from the Contra Costa County Probation Department. Data are from 2013 and 2014.

In 2014, Black youth in Contra Costa County, were much more likely than Latino and White youth to be referred to Probation.

Figure 13. Rated of Referral to Probation per 1,000 youth, by Race

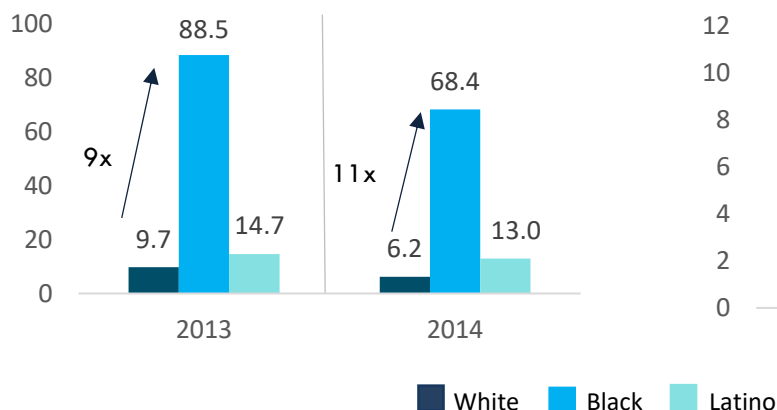


Figure 14. Referrals to Probation RRI, by Race

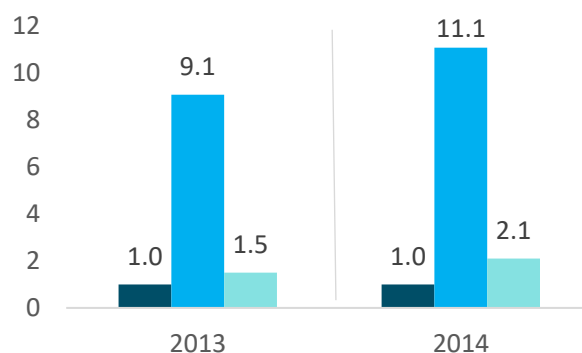


Figure 13 and Figure 14. Rated of Referral to Probation per 1,000 youth and Referrals to Probation RRI, illustrate overall, in 2013 and 2014, Black youth were 9 times more likely than White youth and 6 times more likely than Latino youth to be referred to Probation.

In 2014, Black and Latino youth are more likely than White youth to be detained prior to adjudication.

Figure 15. Pre-Adjudication Detention Rates per 1,000 Youth, by Race

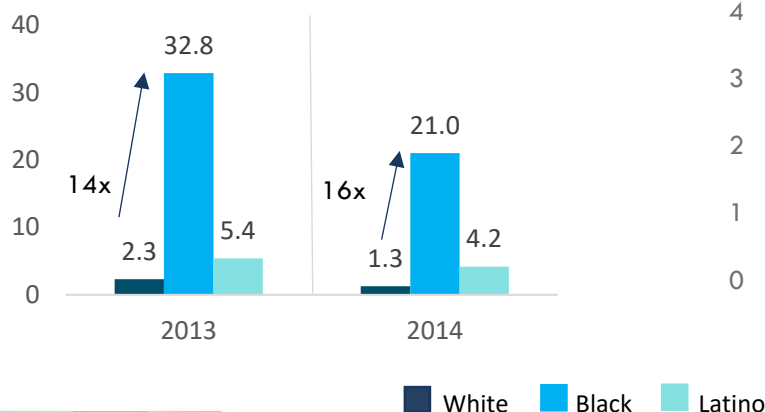
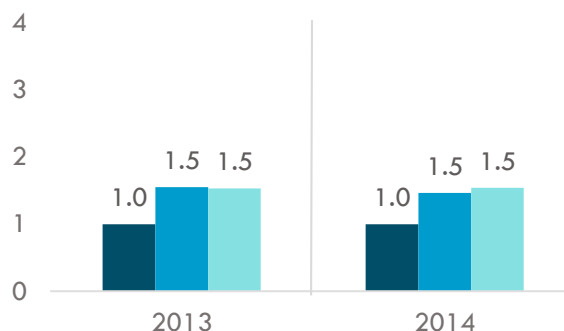


Figure 16. Pre-Adjudication Detention RRI, by Race



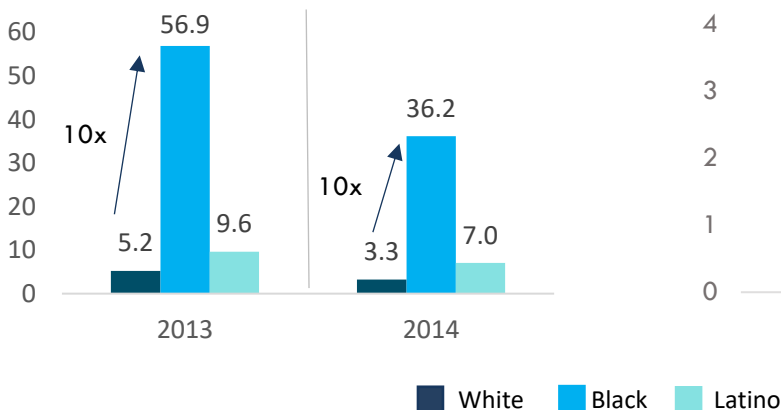


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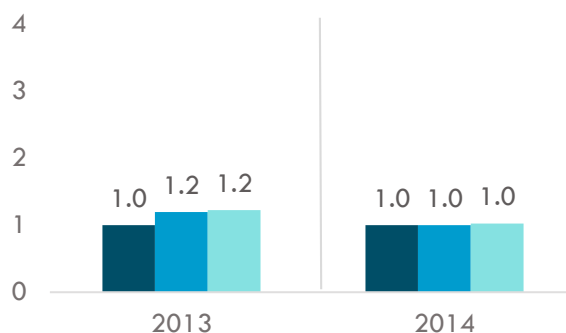
As seen in Figure and Figure 16, of all youth referred to Probation, Black and Latino youth are 50% more likely than White youth to be detained prior to adjudication.

**In 2014, petitions filed for Black youth were at a higher rate than all other groups, however relative to referrals the rate was the same as all other groups.**

**Figure 18. Pre-Adjudication Detention Rates per 1,000 Youth, by Race**



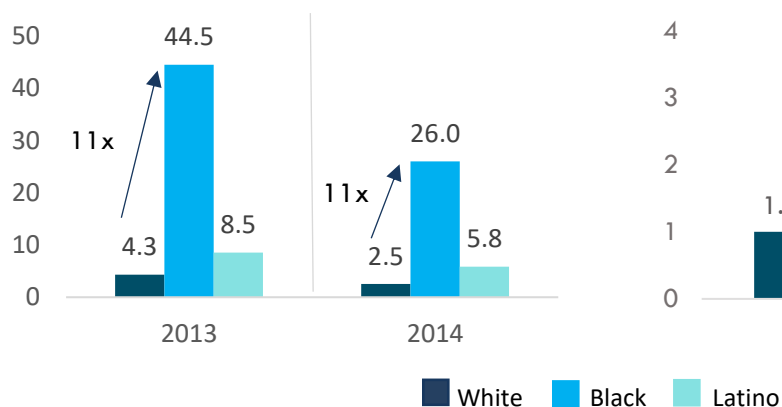
**Figure 17. Pre-Adjudication Detention RRI, by Race**



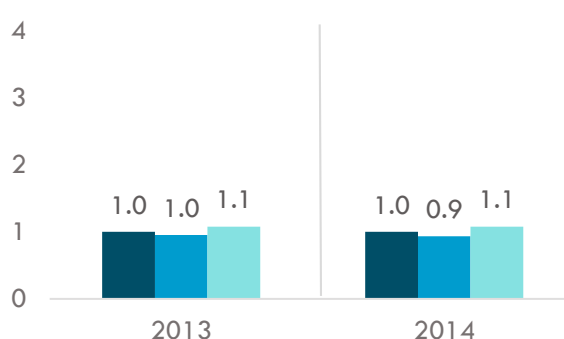
Figures 17 and 18 show that the Probation Department filed petitions at the same rate for all referred youth regardless of race; however, relative to their proportion of the overall county population, Black youth were 10 times more likely to have petitions filed than all other groups.

**In 2014, Black youth were deemed to be a ward of the court at a higher rate than all other groups, however relative to petitions filed, the rate was approximately the same across all groups.**

**Figure 19. Rates of Petitions Filed per 1,000 youth by Race**



**Figure 20. Petitions Filed RRI, by Race**





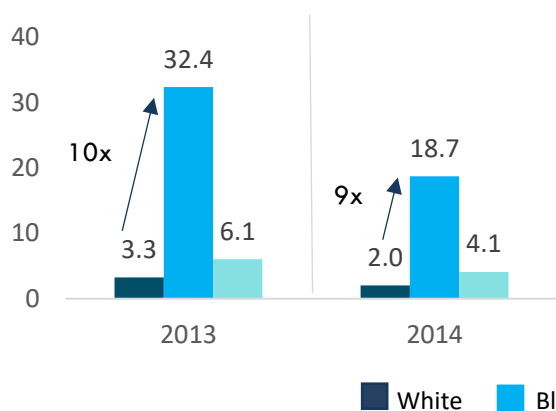


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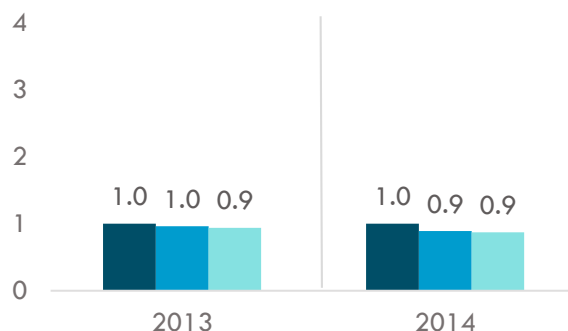
Among youth who had petitions filed, there were not disparities in who was deemed to be a ward of the court. There were still disparities compared to the overall rate within the population.

In 2014, Black youth received placement at a higher rate than all other groups, however relative to being a ward of the court the rate was relatively the same across all groups.

**Figure 21. Ward of the Court Rates per 1,000 by Race**



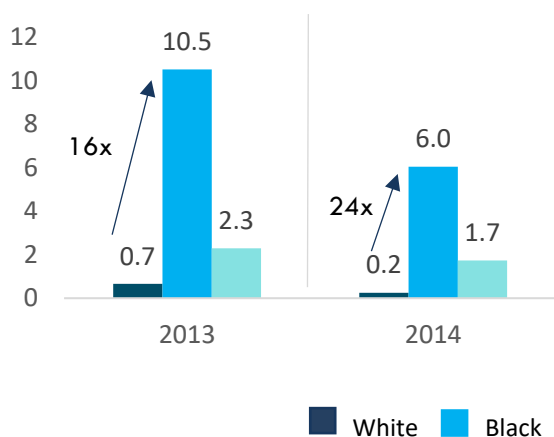
**Figure 22. Ward of the Court RRI, by Race**



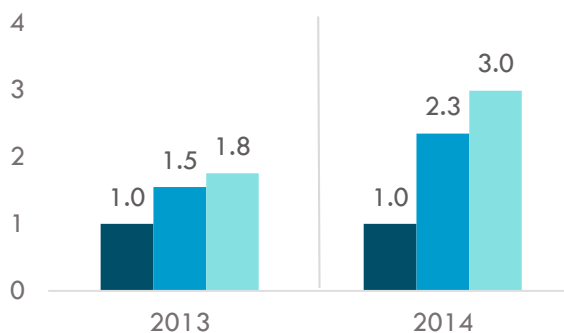
As Figures 21 and 22 illustrate, among youth who were adjudicated delinquent, there were no disparities in which youth received a disposition of placement. There were still disparities compared to the overall rate within the population.

In 2014, Black youth were sent to secure confinement at a higher rate than all other races, however relative to being a ward of the court Latino youth were securely confined at a higher rate.

**Figure 23. Placement Rates per 1,000 Youth, by Race**



**Figure 24. Placement RRI, by Race**





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Among all youth who were made a ward of the court, Latino youth were 3 times more likely to be placed in secure confinement compared to White youth and Black youth were 2 times more likely to be placed in secure confinement compared to White youth.





### Criminal Justice Data

Data provided below are from the California DOJ CSJC, Contra Costa County Superior Court, and Contra Costa Sheriff’s Office. Data are from 2014-2017. Specific data sources and dates are provided below.

In 2014, compared to Whites, Black adults were more likely to be arrested for a misdemeanor and felony.

Figure 25. Misdemeanor Arrest Rates, by Race\*

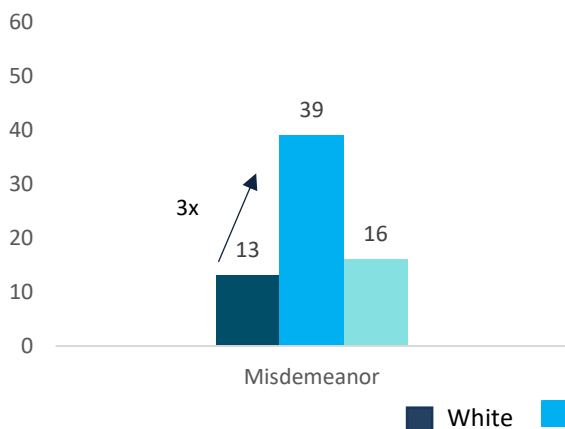
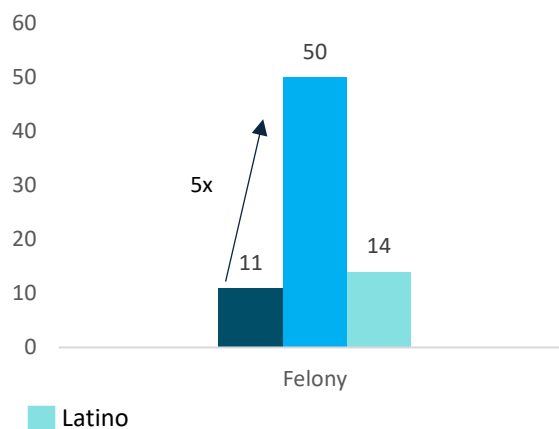


Figure 26. Felony Arrest Rates, by Race\*



\*Data from across all cities in Contra Costa County from California DOJ CSJC

As Figure 25 illustrates, Black adults were three times more likely to be arrested for a misdemeanor compare to Whites. Similarly, Figure 26 shows Black adults were four times more likely to be arrested for a felony than White adults.

Black adults were more likely than White adults to have any case filed against them.

Figure 27. Misdemeanor Case Filing Rates, by Race\*

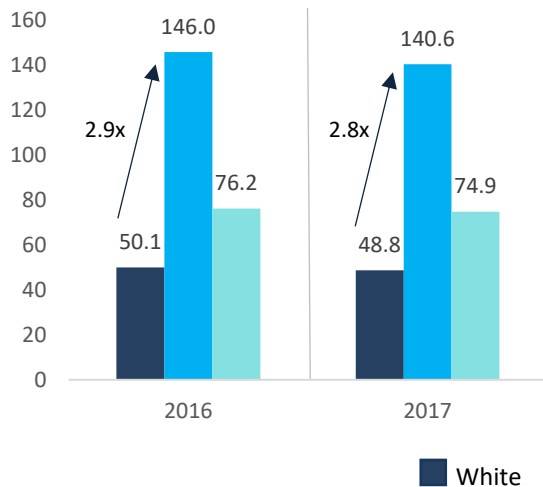
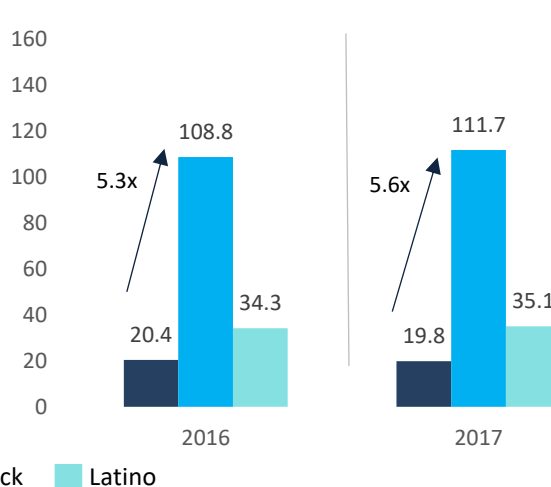


Figure 28. Felony Case Filing Rates, by Race\*



\*Data from Contra Costa County Criminal Court



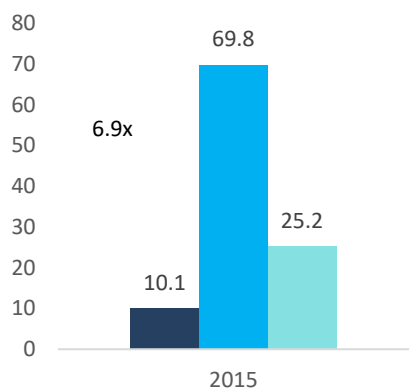


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Figure 27 shows how in both 2016 and 2017, Black adults were approximately three times more likely to have a misdemeanor case filing than their White counterparts. Similarly, as shown in Figure 28, Black adults were more than five times more likely to have a felony case filing than White adults.

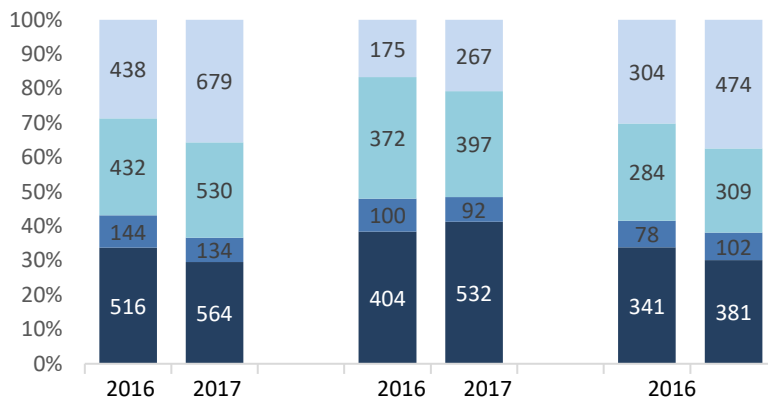
**Black adults in Contra Costa County were more likely than Latino or White adults to be detained pre-trial.**

**Figure 29. Pre-Trial Detention Rates, by Race\***



White Black Latino

**Figure 30. Pre-Trial Detention versus Non-Detention, by Race\***



Detention Non-detention-OR Non-detention- Bail Non-detention- Letter to appear

\*Data is a snapshot of detained population on 7/9/2015  
Contra Costa County Sheriff's Office

\*Data from Contra Costa County Criminal Court

As Figure 29 illustrates, in 2015, Black adults were approximately 7 times more likely to be detained pre-trial than White adults. Figure 30 shows in both 2016 and 2017, Black adults were more likely to be detained as compared to White adults who have higher rates of non-detention OR and letter to appear. Black adults are also significantly less likely to be given a letter to appear than both White and Latino adults.

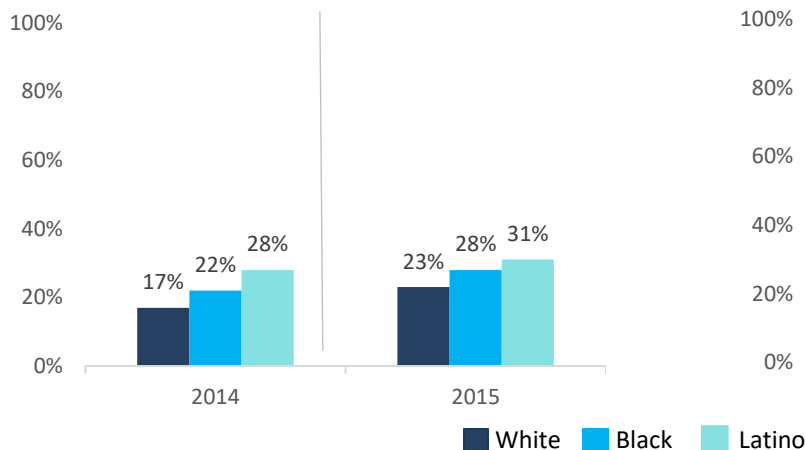




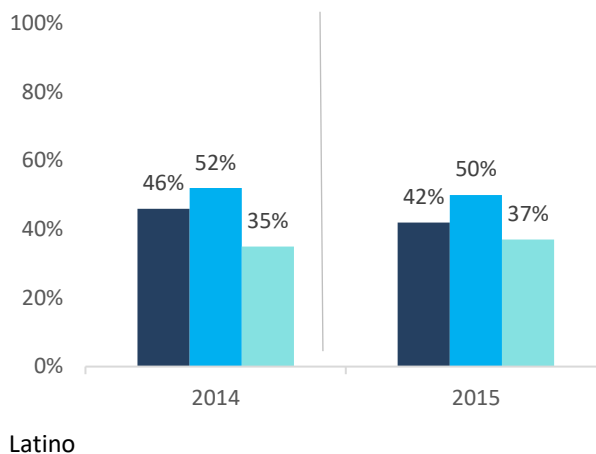
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A greater proportion of cases with Latino or Black defendants had charge or person enhancements than cases with White defendants.

**Figure 31. Proportion of Cases with Charge Enhancements, by Race\***



**Figure 32. Proportion of Cases with Person Enhancements, by Race\***

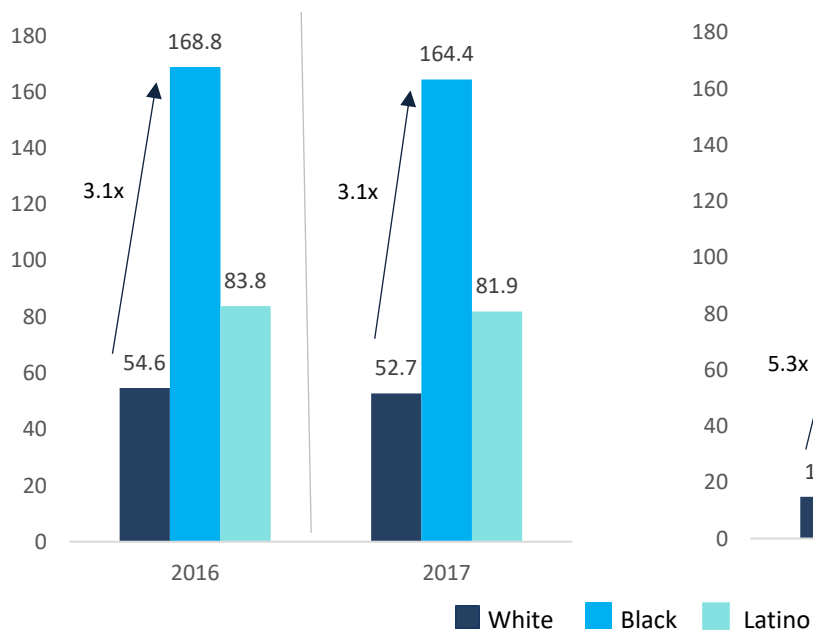


\*Data from the Public Defender's Office

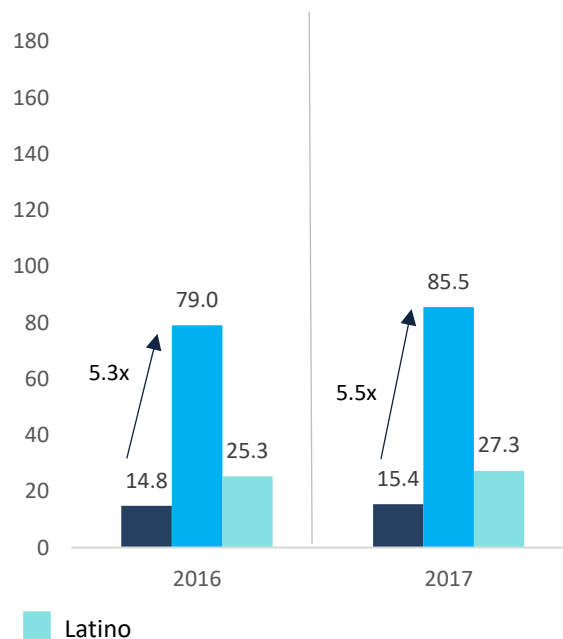
Figure 31 shows in both 2014 and 2015, Latino adults had the highest proportion of cases with charge enhancements. Figure 32 shows both in 2014 and 2015, Black adults had the highest proportion of cases with person enhancements, followed by White adults.

**Black adults were more likely than white adults to have a misdemeanor or felony case filed against them.**

**Figure 33. Misdemeanor Conviction Rates, by Race\***



**Figure 34. Felony Conviction Rates, by Race\***



\*Data from Contra Costa County Criminal Court





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Figure 33 shows Black adults were three times more likely to have a misdemeanor conviction than White adults. Figure 34 shows Black adults were more than five times as likely to get a felony conviction than White adults in 2016 and 2017.





## Appendix C. Community Forums

The Racial Justice Task Force hosted two rounds of community forums throughout Contra Costa County. The goal of each community forum was to engage community members with the project and gather community input and feedback on the projects’ areas of focus and set of draft recommendations.

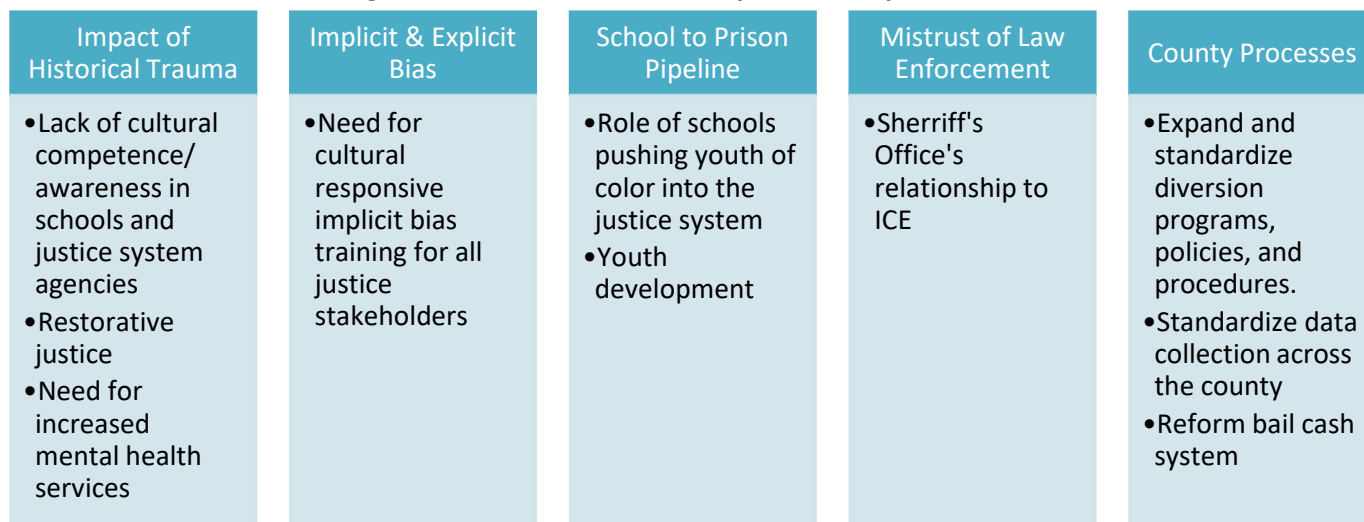
The first round of community forums took place in November and consisted of five community forums in the cities of Concord, Danville, Pittsburg, Richmond, and Antioch. The focus of the first round of community forums was to share the purpose of the Racial Justice Task Force and share work to date. Community members also had the opportunity to provide input towards the project’s areas of focus.

**Table 1. Attendees per Location**

Location	Number of Public Attendees
<b>Concord</b>	32
<b>Danville</b>	35
<b>Pittsburg</b>	34
<b>Richmond</b>	28
<b>Antioch</b>	25

The Racial Justice Coalition, District Attorney, Board of Supervisors, School Board, Teachers, Public Defender, faith-based organizations, and Local Law Enforcement were some of the stakeholders in attendance.

**Figure 35. November Community Forums Key Themes**





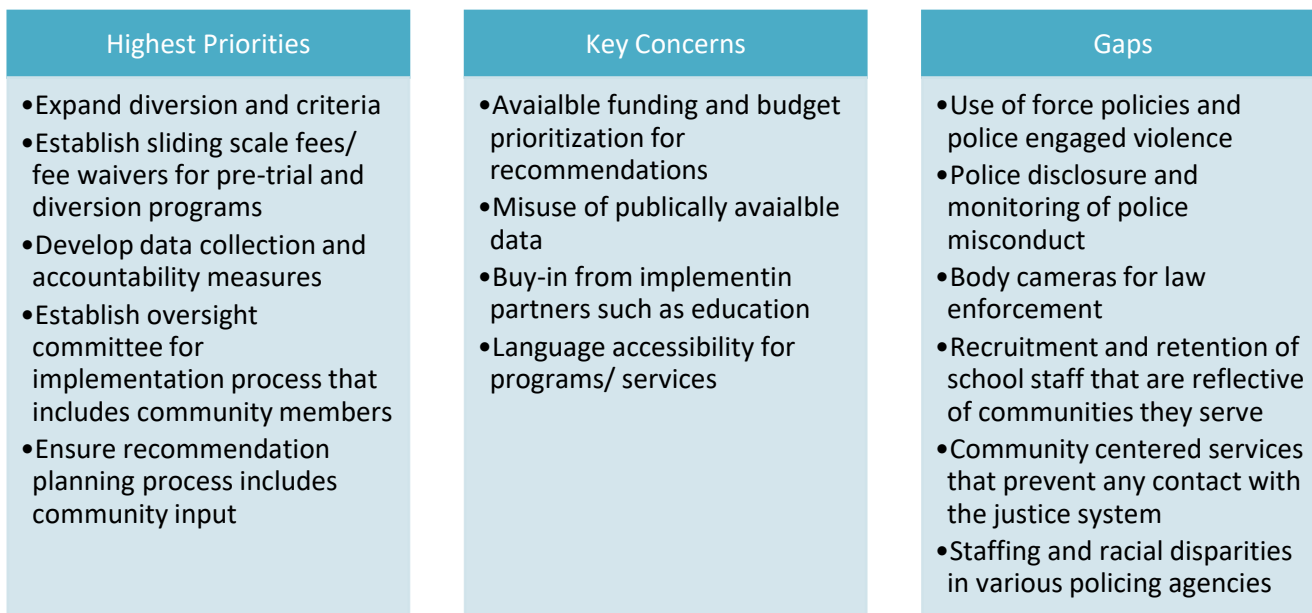
Following the first round of community forums, the Racial Justice Task Force analyzed community input and integrated feedback into areas of focus. After a series of discussions of best practices, current practices, and analysis of racial disparities in the county, the Racial Justice Task Force drafted a set of preliminary recommendations for the Board of Supervisors. The purpose of the second round of community forums was to share the set of preliminary set of recommendations and solicit feedback for any revisions, additions, or removals of drafted recommendations.

**Table 2. Attendees per Location**

Location	Number of Public Attendees
Walnut Creek	59
Antioch	24
Richmond	28

The Racial Justice Coalition, District Attorney, Board of Supervisors, School Board, Teachers, Public Defender, Behavioral Health, community-based organizations, faith-based organizations, Local Law Enforcement, and residents were some of the stakeholders in attendance.

**Figure 36. May Community Forums Key Themes**







# RJTF Recommendations

## Oversight and Accountability

- 1) The Racial Justice Task Force recommends that the Board of Supervisors appoint a Racial Justice Oversight Body (RJOB) to oversee the implementation of the recommendations made by the Task Force, as specified by the Board of Supervisors. The RJOB would meet on a quarterly basis and report to the Board on an annual basis. The RJOB shall be made up of the following members:
  1. A representative from the Superior Court, as a non-voting member
  2. The Sheriff or his designee
  3. The Chief Probation Officer or his designee
  4. The Public Defender or her designee
  5. The District Attorney or her designee
  6. A representative from a local law enforcement agency, nominated by the Contra Costa County Police Chiefs' Association
  7. A representative from the Contra Costa County Board of Education
  8. A representative from Contra Costa County Health Services
  9. Eight community-based representatives, that include at a minimum:
    - a. Two members of the Racial Justice Coalition,
    - b. Two individuals with prior personal criminal or juvenile justice system involvement,
    - c. Three representatives from community-based organizations that work with individuals in the justice system, including at least one person who works directly with youth
    - d. One representative from a faith-based organization*Any individual may meet more than one of these qualifications.*

The RJTF further recommends that the work of this body be staffed by the County Office of Reentry and Justice, and that funds for facilitation be allocated through an RFP process.

- 1) a. The RJOB should or a subcommittee thereof should review local criminal and juvenile justice data in order to identify and report on racial disparities. This will include a review of use-of-force data, as available from the California Department of Justice's Open Justice data.

## Diversion

- 2) With the goal of reducing racial disparities in the Contra Costa County criminal justice system, form a committee to recommend countywide criteria and protocols for formal and informal diversion. The recommendations shall be evidence-based and follow established best practices. In considering what criteria and protocols to recommend, the committee shall
  1. Develop separate recommendations for adult and juvenile populations.
  2. Strive to ensure the broadest possible pool of eligible participants.



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- 3. Strive to ensure that prior criminal justice involvement does not bar a person’s eligibility for diversion.
- 4. Ensure that the inability to pay for the costs of diversion will not prohibit participation.
- 5. Recommend, as appropriate, partnerships between law enforcement agencies and community-based organizations to provide diversion services and oversight.

This committee may be a subgroup of the Racial Justice Oversight Body (RJOB) and will report to the RJOB.

- 3) Expand the use of crisis intervention teams, mobile crisis teams, and behavioral health assessment teams so they are available across the County.
- 4) Local law enforcement agencies shall issue citations and establish non-enforcement diversion programs as an alternative to arrests.

**Data**

- 5) All Contra Costa County criminal justice agencies and local law enforcement agencies shall collect individual-level data on all individual encounters with criminal and juvenile justice systems and processes. In so doing, they should consult best practices to balance data needs with confidentiality regulations.
  - a. Office of Reentry and Justice shall publish race-specific data online on all of the above to create greater transparency and accountability of the County criminal justice agencies and local enforcement agencies.
  - b. All Contra Costa County criminal justice agencies and local law enforcement agencies shall improve capacity for data collection and analysis including expanding staff with data analysis capabilities.
  - c. Office of Reentry and Justice shall support analysis of interventions implemented through the RJTF to measure efficacy and assess impact on racial disparities.

**County Support for Local Agencies**

- 6) The County shall work with local enforcement agencies to seek funds that support the integration of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations.
  - a. The County shall work with local enforcement agencies to seek funds to implement improved procedural justice practices and implicit bias training.
    - i. Identify funding for procedural justice training utilizing the train the trainer model.
    - ii. Work with the Chief’s Association to create a forum to share information and strengthen promising practices around procedural justice and implicit bias trainings.
- 7) In addition, local enforcement agencies in Contra Costa County should:
  - i. Ensure inclusion of de-escalation and behavioral health intervention trainings into local enforcement agency regional academy and/or department orientations



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- ii. Provide procedural justice and implicit bias training to all staff
- 8) The County Office of Education shall provide resources to incentivize school districts to explore, evaluate, implement or expand existing non-punitive discipline practices, such as Positive Behavioral Interventions Support (PBIS) and Restorative Justice (RJ) practices.
  - i. Identify funding for continuous training and technical assistance to all schools in the County to support implementation of PBIS and Restorative Justice, as well as data collection to assess implementation and impact.
- 9) The County Office of Education shall work with school districts to provide behavioral health services such as counseling, peer support, and early intervention services for youth presenting signs of emotional, mental, and/or behavioral distress.

### Community Engagement and Services

- 10) County criminal justice agencies shall establish formal partnerships with community-based organizations to provide greater capacity for
  - i. diversion,
  - ii. reentry programs,
  - iii. alternatives to detention
  - iv. pretrial services
  - v. in custody programming

All community-based organizations receiving funding from the County shall be evaluated for efficacy and effectiveness of program goals and objectives to ensure populations are appropriately served. Community input shall be an integral part of this process.

- 11) Establish a community capacity fund to build the capacity of community-based organizations – especially those staffed by formerly incarcerated individuals – to contract with the County and provide services to reentry clients.
- 12) The County and/or RJOB shall collaborate with the Community Corrections Partnership- Executive Committee (CCP-EC) to consider increasing realignment funding for community services.

### Practices Related to Trial and Adjudication Processes

- 13) Encourage the Superior Court to return to the process of jury selection whereby jurors are called to service to their local branch court for misdemeanor trials.
- 14) The Public Defender's Office shall hire social workers who can assess clients' psychosocial needs and link them to services.
- 15) The Public Defender's Office, either directly or through partnerships with community-based organizations, should offer civil legal representation to clients. For youth, this should focus on educational advocacy.

### Confinement

- 16) Expand eligibility for Pre-Trial Services and increase Pre-Trial Services staffing, with a focus on reducing racial disparities and replacing the money bail system.



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- 17) Expand the current pre-release pilot to serve all individuals in custody.
- ~~18) Establish an independent grievance process for individuals in custody in County adult detention facilities to report concerns related to conditions of confinement based on gender, race, religion, and national origin. This process shall not operate via the Sheriff’s Office or require any review by Sheriff’s Office staff.~~
- ~~19) Establish an independent monitoring body to oversee conditions of confinement in County adult detention facilities based on gender, race, religion, and national origin and report back to the Board of Supervisors.~~

**Other**

- 20) All County staff shall participate in and complete implicit bias training.





**CONTRA COSTA COUNTY  
RACIAL JUSTICE OVERSIGHT BODY**

**BY-LAWS**

(Adopted by the Racial Justice Oversight Body on November 4, 2021 - REDLINED)

**Article I – Purpose**

The Racial Justice Oversight Body (RJOB or Body) was established by the Contra Costa County Board of Supervisors to oversee the implementation of the recommendations made by the Racial Justice Task Force, and accepted, as specified, by the Board of Supervisors.<sup>1</sup>

**Article II – Membership**

A. Composition: The RJOB shall consist of the following 18 members<sup>2</sup>:

*Ex-Officio Members:*

1. The Sheriff or his designee;
2. The Chief Probation Officer or his designee;
3. The Public Defender or her designee;
4. The District Attorney or her designee;

*Other Appointed Members:*

5. A representative from the Superior Court, as a non-voting member;
6. A representative from a local law enforcement agency, nominated by the Contra Costa County Police Chiefs' Association;
7. A representative from the Contra Costa County Office of Education;
8. A representative from a Local School District;
9. A representative from Contra Costa County Health Services Department;

*Appointed Members (appointed by the Board of Supervisors):*

10. Nine community-based representatives, including:
  - two members of the Contra Costa Racial Justice Coalition,

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<sup>1</sup> Item D.8. Contra Costa County Board of Supervisors Meeting. December 4, 2018.

Link 1:

[http://64.166.146.245/agenda\\_publish.cfm?id=&mt=ALL&get\\_month=12&get\\_year=2018&dsp=agm&seq=35972&rev=0&ag=1165&ln=71059&nseq=35992&nrev=0&pseq=35929&prev=0#ReturnTo71059](http://64.166.146.245/agenda_publish.cfm?id=&mt=ALL&get_month=12&get_year=2018&dsp=agm&seq=35972&rev=0&ag=1165&ln=71059&nseq=35992&nrev=0&pseq=35929&prev=0#ReturnTo71059)

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<sup>2</sup> Racial Justice Oversight Body webpage. <https://contra-costa.granicus.com/boards/w/26cad49fec719903/boards/27221>

- two individuals with prior personal criminal or juvenile justice system involvement,
  - three representatives from community-based organizations (CBO) that work with justice involved populations, including at least one person who works directly with youth,
  - one representative from a faith-based organization, and
  - one representative that is either a school age young person, or from a CBO who provides services to school age youth.
- B. Terms of Office: Ex-Officio and Other Appointed members shall serve during their terms of office or appointment. Members appointed by the Board of Supervisors shall have two-year terms beginning on the date of appointment by the Board, but shall serve at the pleasure of the Board of Supervisors and may be removed from office by a majority vote of the Board of Supervisors (See Board of Supervisors Resolution No. 2011/497). Members are required to participate in all scheduled quarterly meetings and are expected to regularly participate in at least one (1) Subcommittee throughout the duration of their membership term.
- C. Resignation: Any appointed member may resign by giving written notice to the Clerk of the Board of Supervisors.
- D. Vacancies: The Body shall comply with the system for new appointments, resignations, and replacements for Appointed Members as specified by the Contra Costa County Board of Supervisors. Whenever an unscheduled vacancy occurs, the Board of Supervisors will fill the vacancy pursuant to Government Code Section 54974. The term for the incoming member will be to fill the vacancy for the remainder of the original term.
- E. Absences: Members of the Body who have two (2) consecutive unexcused absences from the scheduled quarterly meetings or who have not fulfilled their duties for a three-month period may be declared inactive by the Body. This inactive seat may be declared vacant and filled by the Board of Supervisors.
- F. Alternates: Ex-Officio and Other Appointed members of the Body may be represented by an alternate if the member is: (1) a County (or other public entity) officer; and (2) authorized to appoint deputies, pursuant to Government Code Section 24101 (or other applicable law). An alternate has all the duties, rights, and responsibilities of the member they represent.
- G. Training Requirements:
1. Members must view the following training videos within 60 days of appointment.
    - Brown Act and Better Government Ordinance Training Video<sup>3</sup>
    - Ethics Training<sup>4</sup>
  2. Members must complete “Training Certification for Members of a County Advisory Body”.<sup>5</sup>

<sup>3</sup> Link <https://www.contracosta.ca.gov/7632/Training-Resources>

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<sup>5</sup> Contra Costa County Advisory Body Handbook. Contra Costa County Office of the Clerk of the Board. April 2012. Page 86. <http://www.co.contra-costa.ca.us/DocumentCenter/View/7614/2102MACHandbook?bidId=>

3. Members must attend any future trainings deemed necessary by the Body or required by law.

### Article III – Structure

- A. Officers: The Body shall have two co-chairs: one Ex-officio member and one Appointed member. The Co-chairs shall be elected by the members of the Body. The Co-Chair(s) will preside at all meetings and proceed with the business of the Body in a manner prescribed in these Bylaws. The Co-chairs will also decide questions of parliamentary procedure as needed. Co-chairs shall serve a term of two (2) years.
- B. Other Committees: The Body may establish up to three Subcommittees to address specific issues or concerns.
  1. Subcommittees may only be composed of Body members.
  2. Subcommittees must report back to the Body at the Body’s regularly scheduled meetings.
  3. Subcommittee decisions shall be made by vote and governed by voting and quorum rules set forth in these Bylaws. Decisions and voting tallies will be recorded in the meeting summary report.
  4. Subcommittees shall not engage in activities that are not within the purpose and responsibilities outlined in these Bylaws and the BOS approved recommendations from the Racial Justice Taskforce.
  5. The Subcommittees may recommend policies and decisions falling within their scope of authority to the full Body for approval, however the Subcommittees have no authority to establish policy, make decisions, or hold non-public meetings.
  6. Each Subcommittee will function with a Subcommittee Chair(s). The Subcommittees Chair(s) shall be responsible for conducting the Subcommittee’s meetings, developing and distributing agendas, convening any necessary working groups, and ensuring compliance with the Bylaws of the Body. Subcommittee chairs will be elected by the Subcommittee.

### Article IV – Meetings

- A. Regular Meetings: Regular meetings of the Body and each Subcommittee shall be held at least once during each calendar year quarter based on a schedule adopted by the Body and that schedule may be changed as needed. In addition, regularly scheduled meetings may be canceled by a majority vote of the Body or, for lack of business or lack of a quorum, by the Chair(s).
- B. Special Meetings: Special meetings of the Body or any other committees may be called by the Chair(s) at any time. Such meetings shall be called in accordance with the provisions of the Brown Act and the Contra Costa County Better Government Ordinance.
- C. Quorum: A quorum of the Body shall be a majority of the members or their alternates. A quorum of a Subcommittee shall be a majority of the Body members or alternates assigned to the Subcommittee. A “majority” of the members means more than half of the authorized members, including any authorized alternates present for an absent member, whether or not all

of the positions have been filled. No action shall be taken unless a quorum of members is present for a meeting. If a quorum is not present, the meeting must be adjourned to the next regular meeting. If a quorum is lost during the course of a meeting, following the loss of the quorum the remaining members present must adjourn to the next regularly scheduled meeting.

- D. Voting: Each member of the Body or any Subcommittee has one vote, and a majority vote of the members present at a meeting is needed to pass a motion. No action can be taken without quorum.
- E. Conflict of Interest: A member of the Body must<sup>6</sup>
  - 1. Avoid even the appearance of a conflict of interest.
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  - 3. Perform duties fairly, free from bias caused by financial interests of one's self or supporters.
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- F. Order of Business: The regular order of business of the Body or any other Subcommittee shall be:
  - 1. Call to order
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## **Article V – Administration**

The Body shall obtain staff support from the County Administrator's Office of Reentry and Justice. The staff will be responsible for the compilation and distribution of Body and Subcommittee meeting notices and agendas. All records shall be maintained by appropriate staff.

Members of the Body shall serve without compensation and shall not receive reimbursement for any expenses incurred while conducting official business.

## **Article VI – Changes to Bylaws**

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<sup>6</sup> Resolution No. 2002/376: Board Policies Concerning Conflicts of Interest and Open Meeting Requirements (Appendix 5 of the Advisory Body Handbook)



The provisions of these Bylaws may be altered, amended or repealed by the Body, within the limitations imposed by the Brown Act, the Contra Costa County Better Government Ordinance and the policies of the Contra Costa County Board of Supervisors. No such alteration, amendment or repeal shall be effective unless and until the change has been approved by the Board of Supervisors.



**CONTRA COSTA COUNTY  
RACIAL JUSTICE OVERSIGHT BODY**

**BY-LAWS**

(Adopted by the Racial Justice Oversight Body on November 4, 2021)

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## 2021-22 Racial Justice Oversight Body

### Seat

The Sheriff or designee  
 The Chief Probation Officer or designee  
 The Public Defender or designee  
 The District Attorney or designee  
 Superior Court representative (*Non-Voting*)  
 Local Law Enforcement representative (*Nominated by CCC PCA*)  
 Contra Costa County Office of Education representative  
 Local School District representative (*Mt. Diablo/West Contra Costa/Antioch*)  
 Health Services Department representative  
 Community-based Representative, Seat 1 (*Nominated by Racial Justice Coalition*)  
 Community-based Representative, Seat 2 (*Nominated by Racial Justice Coalition*)  
 Community-based Representative, Seat 3 (*Prior personal criminal justice involvement*)  
 Community-based Representative, Seat 4 (*Prior personal criminal justice involvement*)  
 Community-based Representative, Seat 5 (*CBO work w/ justice involved youth*)  
 Community-based Representative, Seat 6 (*CBO work w/ justice involved of any age*)  
 Community-based Representative, Seat 7 (*CBO work w/ justice involved of any age*)  
 Community-based Representative, Seat 8 (*Faith-based organization*)  
 Community-based Representative, Seat 9 (*School age youth or CBO of youth services*)

### Appointee

Melissa Klawuhn  
 Esa Ehmen-Krause  
 Ellen McDonnell (Co-Chair)  
 Diana Becton  
 Matthew Malone  
 Bisa French  
 Lynn Mackey  
 LaShante Smith  
 Gilbert Salinas  
 Tamisha Walker (Co-Chair)  
 Jeff Landau  
 Michael Pierson  
 Chala Bonner  
 Stephanie Medley  
 Ronell Ellis  
 Cheryl Sudduth  
 Vacant\*  
 Vacant\*<sup>1</sup>

### Term Expiration

*ex-officio*  
*ex-officio*  
*ex-officio*  
*ex-officio*  
*other appointed*  
 December 31, 2022  
*other appointed*  
 December 31, 2022  
*other appointed*  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022  
 December 31, 2022

<sup>1</sup> \*PPC approved candidates to be recommended for Board appointment as of 6/27/2022.

**Racial Justice Oversight Body Work Plan**

**RJOB**

**Goal:** *Oversee the implementation of the recommendations made by the Racial Justice Task Force (RJTF).*

<b>Objective</b>	<b>Activity</b>	<b>Lead &amp; Team</b>	<b>Completion Date</b>	<b>Deliverable</b>
<p><b>Objective 1:</b> Seek funding to implement improved procedural justice practices and implicit bias training</p>	<ol style="list-style-type: none"> <li>1. Identify and apply/ask for funding for procedural justice and implicit bias training – recommendations reported out to the RJOB and BOS</li> <li>2. Identify trainers/agencies to deliver procedural justice and implicit bias training – recommendations reported out to the RJOB and BOS</li> <li>3. Work with the Chief’s Association to create a forum to share information and strengthen procedural justice and implicit bias practices</li> <li>4. Provide procedural justice and implicit bias training to all staff</li> </ol>	<p><b>RJOB, Office of Reentry and Justice (ORJ)</b></p>	<p><i>ORJ has identified funding and contractor (Fogbreak Justice) to provide Procedural Justice and Implicit Bias trainings for justice-related department staff and RJOB in FY 18-19, 19-20.</i></p>	<p><b>Required Deliverables 1:</b> Agenda item at RJOB and BOS meetings to discuss potential sources of funds (including the county itself); finalized applications as approved by the BOS for outside funding sources (grants, etc.); list of potential trainers and recommendation on which can deliver training in the most robust and impactful way within budget; create a planned/publicized forum on improving police practices; certification from all hired law enforcement staff that they completed the training(s)</p>
<p><b>Objective 2:</b> Ensure inclusion of de-escalation and behavioral health intervention trainings into local enforcement regional academy and/or dept. orientations</p>	<ol style="list-style-type: none"> <li>1. Identify best de-escalation, behavioral health intervention training(s), and similar or related programs available within the area</li> <li>2. Recommend the best training(s) from this list</li> </ol>	<p><b>RJOB, ORJ</b></p>		<p><b>Required Deliverables 2:</b> List of possible trainings/trainers; recommendation selecting a trainer; contract to provide this training; agenda item/application for funding for training; contract with training organization.</p>



<p><b>Objective 3:</b> Provide resources to incentivize/provide schools with non-punitive discipline practices such as PBIS and RJ as well as behavioral health and early intervention services for youth</p> <p><b>Objective 4:</b> County criminal justice agencies shall establish formal partnerships with community-based organizations to provide greater capacity for</p> <p>i. diversion ii. reentry programs iii. alternatives to detention iv. pretrial services v. in-custody programming</p>	<ol style="list-style-type: none"> <li>3. Ask/apply for necessary funds to hire training staff</li> <li>4. Contract with training organizations to provide this training</li> <li>5. Monitor police contacts for signs of effectiveness/improvement</li> </ol> <ol style="list-style-type: none"> <li>1. Identify funding to provide resources to schools which are implementing or expanding non-punitive discipline practices</li> <li>2. Apply for identified funding sources as approved by the BOS</li> <li>3. Identify and agree upon schools and programs to be funded</li> </ol> <ol style="list-style-type: none"> <li>1. Identification of program needs within the county, including location needs</li> <li>2. Identification of community based organizations with the potential or capacity to fill the program needs</li> <li>3. Identification of county justice system or enforcement agency requirements for each type of program listed in Objective 4</li> <li>4. Formal recommendations about changes to agency requirements as well as trainings, funding, etc. necessary to support compliant program development by CBOs.</li> </ol>	<p><b>Diversion Subcommittee, ORJ</b></p> <p><b>CEF Subcommittee, Diversion Subcommittee</b></p>	<p><i>Partnerships are underway in ORJ, Probation, Public Defender, Sheriff's Office, and the District Attorney's Office.</i></p>	<p><b>Required Deliverables 3:</b> List of identified funding sources; completed funding applications; funds delivered/distributed to participating schools and programs which are highly publicized</p> <p><b>Required Deliverables 4:</b> lists of identified and demonstrated needs; lists of identified CBOs/programs to fill the program needs; lists of criteria and requirements for programs to partner with county agencies; list of recommendations about current requirements for county partnership</p>
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<p><b>Objective 5:</b> The Public Defender’s Office shall hire social workers who can assess clients’ psychosocial needs and link them to services</p> <p><b>Objective 6:</b> All CBOs shall be evaluated for efficacy and effectiveness of program goals and objectives to ensure populations are appropriately served. Community input shall be an integral part of this process</p> <p><b>Objective 7:</b> Establish a community capacity fund to build the capacity of community-based organizations – especially those staffed by formerly incarcerated individuals – to contract with the County and provide services to reentry clients</p> <p><b>Objective 8:</b> Encourage the Superior Court to return to the process of jury selection whereby jurors are called to</p>	<ol style="list-style-type: none"> <li>1. Support the data subcommittee’s work to evaluate program effectiveness</li>   <li>1. Reach out to the BOS for funding to help endow/support the community capacity fund AND identify and apply for other funding sources (grants, RFPs, etc.)</li> <li>2. Develop list of qualifications and application process for the fund.</li> <li>3. Establish meeting structure to support CBOs and allocate funds as necessary</li>   <li>1. Review research material done on the issue by area students</li> </ol>	<p><b>Public Defender’s Office</b></p> <p><b>ORJ, CEF Subcommittee</b></p> <p><b>CEF Subcommittee, ORJ</b></p> <p><b>RJOB, ORJ</b></p>	<p><i>Accomplished in 2019</i></p> <p><i>The ORJ has undertaken program evaluation of reentry programs since 2014.</i></p> <p><i>A Capacity Building project was launched by the ORJ in FY 18-19 with one-time funding of \$125k.</i></p>	<p><b>Required Deliverable 5:</b> additional social workers were hired to assess clients’ psychosocial needs and link them to services.</p> <p><b>Required Deliverables 5:</b> data template for CBOs; training on data collection/capacity building; regularly collected data reports by race/ethnicity for CBOs</p> <p><b>Required Deliverable 6:</b> agenda item with BOS; list of other sources, completed applications for funds; list of qualifications for fund, formalized application process; calendared meetings to allocate funds</p> <p><b>Required Deliverables 7:</b> Formal request for agreed upon changes based on research, potential meeting with Superior Court to further discuss</p>
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<p>service to their local branch court for misdemeanor trials <u>as well as general equitable jury pool selection/inclusion.</u></p> <p><b>Objective 9:</b> The Public Defender’s Office, either directly or through partnerships with community-based organizations, should offer civil legal representation to clients <u>as well as immigration representation and services.</u> For youth, this should focus on educational advocacy.</p> <p><b>Objective 10:</b> Expand eligibility for Pre-Trial Services and increase Pre-</p>	<p>2. Determine/prioritize potential areas for impact, examples include:</p> <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Funding</li> <li>• Childcare</li> <li>• Parking</li> </ul> <p>1. Exploring partnerships with community based organizations to these ends</p> <p>2. Exploring new positions/staffing for education advocacy as well as immigration defense</p> <p>1. Review current eligibility criteria for Pre-Trial Services with a racial equity lens</p>	<p><b>RJOB, Public Defender’s Office</b></p> <p><b>RJOB</b></p>	<p><i>The Public Defender has secured grant funding to contract with a CBO to provide some civil legal services to a limited population. Stand Together Contra Costa provides immigration related services. Public Defender also has a fulltime attorney doing education advocacy for juvenile clients, paid for through the Juvenile Block Grant.</i></p>	<p>the justifications for the proposed changes</p> <p><b>Required Deliverables 8:</b> Meetings with community based organizations to discuss partnerships, MOUs between partner organizations and the Public Defender’s Office, relevant job postings</p> <p><b>Required Deliverables 9:</b> Formal written recommendations for Pre-Trial Services eligibility criteria and for bail</p>
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<p>Trial Services staffing, with a focus on reducing racial disparities and replacing the money bail system</p> <p><b>Objective 11:</b> Ensure collection/reporting of accurate data in all criminal justice and law enforcement agencies countywide</p>	<ol style="list-style-type: none"> <li>2. Make recommendations for new eligibility criteria which reduce racial and ethnic disparities</li> <li>3. Review bail policies in comparison to other jurisdictions with new approaches, make recommendations for new bail policy</li> <li>1. Development of excel spreadsheet to be used as data template among all criminal justice and law enforcement agencies in the county</li> <li>2. Development of memorandum of understanding (MOU) setting forth countywide data collection and reporting practices to be agreed upon by all relevant agencies</li> <li>3. Supporting development of data capacity and recommending practice changes to ensure that all requested fields and categories of data are accurately recorded and reported by each agency after the template has been finalized (reported out to and approved/supported by the RJOB)</li> <li>4. Addressing any and all privacy concerns and other issues raised by county agencies through</li> </ol>	<p><b>Data Subcommittee, Burns Institute, ORJ</b></p>		<p>policies/practices, potential meeting with Pre-Trial Services to present these recommendations and hear feedback</p> <p><b>Required Deliverables 10:</b>  Spreadsheet template with all relevant fields that will be required to be reported by each agency; finalized MOU document signed by agency executives for each relevant agency in the county; recommendations for improving data capacity as necessary; training materials to support improved data collection practices as necessary; data reports from countywide agencies in compliance with the MOU and data template</p>
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<p><b>Objective 12:</b> Provide analysis of interventions implemented through the RJTF and RJOB to measure efficacy and assess impact on racial disparities</p>	<p>training, recommendations and negotiations (if necessary) with county agencies (reported out to and approved/supported by the RJOB)</p> <ol style="list-style-type: none"> <li>5. Collection/review and monitoring of data collected via the processes listed above and sharing of that data with the RJOB</li> <li>6. Development of countywide training on ethnicity data collection best practices to improve the accuracy of data regarding the Latinx population</li> </ol> <ol style="list-style-type: none"> <li>1. Assessment of current data capacity for relevant CBOs and other agencies to report relevant data showing impact of RJTF/RJOB alternatives and interventions</li> <li>2. Support of the development of capacity in relevant agencies to collect/report relevant data showing impact of reforms</li> <li>3. Regular review/monitoring of that data and the development of recommendations to improve programs and/or practices as necessary</li> </ol>	<p><b>Data Subcommittee, Burns Institute, ORJ</b></p>		<p><b>Required Deliverable 11:</b> Regular reports by race/ethnicity measuring the effectiveness of programs and interventions; lists of recommendations from the RJOB to improve programs and practices as necessary</p>
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<p><b>Objective 13:</b> The County and/or RJOB shall collaborate with the Community Corrections Partnership-Executive Committee (CCP-EC) to consider increasing realignment funding for community services.</p> <p><b>Objective 14:</b> Expand the current pre-release pilot to serve all individuals in custody</p>		<p><b>CEF Subcommittee, ORJ</b></p> <p><b>County Office of Education</b></p>	<p><i>Already accomplished in Sept 2019</i></p>	<p><b>Required Deliverable 14:</b> Pre-release planning programs available at all detention facilities in the County.</p>
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Contra Costa County

Racial Justice Oversight Body

2021 Final Project Report

## **Introduction**

The W. Haywood Burns Institute (BI) was established to provide local jurisdictions with practical, proven approaches for reducing racial and ethnic disparities (R.E.D.). For over 15 years, the BI has successfully worked with jurisdictions in more than 40 states to reduce R.E.D. by leading traditional and non-traditional stakeholders through a data-driven, community-informed, and consensus-based process. It is the BI’s experience that local jurisdictions can implement successful and sustainable strategies that reduce R.E.D. by examining key decision-making points within the justice system.

The purpose of this report is to provide feedback on the progress and potential of the Racial Justice Oversight Body to promote equity and reduce R.E.D. in Contra Costa County. This report is not intended to be a comprehensive assessment of Contra Costa County’s racial equity work nor a full assessment of whether and to what extent R.E.D. exists within the county. Rather, this report is intended to share observations and recommendations with Contra Costa County to guide the RJOB’s work with an equity lens.

## **Structure**

The Racial Justice Oversight Body (hereinafter ‘RJOB’ or ‘Body’) is comprised of 18 overall members, including nine community representatives that include representatives of local community-based organizations (CBOs) and nine representatives from specified local County agencies. It is quite rare for the Burns Institute to see such an even representation of system and community stakeholders, an approach we consistently advocate for, but which is usually not fully executed (the court is one of the nine County agency members and hold the seat as a non-voting member). In keeping with this composition, we encouraged the Body to elect two co-chairs, one a community stakeholder and one a systems stakeholder. In 2021, the Body duly



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elected Ellen McDonnell of the Contra Costa County Public Defender’s Office and Tamisha Walker of the Safe Return Project as co-chairs.

Additionally, the RJOB has three subcommittees which meet monthly to allow for more intensive and subject-matter specific action in their respective areas. Those subcommittees are as follows:

- Community Engagement & Funding (CEF) Subcommittee, chaired by Jeff Landau of the Contra Costa County Racial Justice Coalition
- Data Subcommittee, chaired by Rebecca Vichiquis of the County Office of Education
- Diversion Subcommittee, chaired by Stephanie Medley of the RYSE Center

Over the course of 2021, the Community Engagement & Funding Subcommittee has met a total of eight times, while the Data Subcommittee has met a total of ten times, and the Diversion Subcommittee has met a total of nine times.

### **Background**

The operative word for the RJOB in 2021 was transition. From shifts within the ORJ to unforeseen changes within the Body itself, much has changed over the course of the year. Many of these cost the group time and momentum, often displacing continuity. Despite those setbacks, the work has continued as much as possible, with new members joining the Body, others leaving it, and some significant leadership changes within the Body at large as well as within the subcommittees.

Additionally, burnout may have played a significant role in the relative lack of momentum on some of the year’s identified objectives and goals. Many of the RJOB members work on several other similarly situated advisory boards or other collaborative spaces working to create positive changes within the County. This has a significant impact because much of the work requires additional working meetings beyond the regularly scheduled meetings scheduled for each subcommittee. Because so many of the members have a severely limited amount of time to dedicate to ad-hoc meetings, it can be difficult to have the participation and focus required to move some of these meetings along.

Significant progress involving data collection, analysis, and public reporting remained a central focus throughout the year considering the fact that the RJOB is reliant on individual agencies to agree to share data in order to meet the Body’s goals and objectives. While there is plenty of work left to be done, the Body is beginning to hit a stride in making requests, following up, and





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making the data it has received so far available to the public. However, with many County agencies not yet sharing data with the RJOB, and data remaining imperative to nearly every objective, data will remain a focal point of the work as it continues in 2022.

## **Observations and Findings**

### **I. Activities and Accomplishments**

The RJOB has continued to work toward its identified priorities within its work plan. Much of this work is divided among the subcommittees – Community Engagement and Funding, Data, and Diversion. Led by the Data subcommittee, the RJOB petitioned both the Police Chiefs’ Association and Mayors’ Conference at meetings this year. Representatives made formal requests for local police departments to share race/ethnicity data concerning local jail admissions, which will provide greater transparency while leading to insightful analysis to inform policy and practice changes. The RJOB also discussed background check and recruitment processes for law enforcement agents within the County after receiving concerned public comment. Finally, due to state legislative changes, the RJOB has asked for the creation of a Sheriff Oversight Board pursuant to government code section 25303.7 and refer back to RJOB for recommendations regarding its charge and composition. The complete list of Body actions taken this year are as follows:

- 5/6/21: On behalf of the CEF Subcommittee, to strongly recommend to the BOS that they endorse the creation of the Miles Hall Non-Police Response Unit and AB 988 (The Miles Hall Lifeline Act).
- 5/6/21: On behalf of the CEF Subcommittee, to request initial funding from the BOS for technical assistance with development of a proposal for a two-phase, hybrid cohort community capacity fund.
- 5/6/21: On behalf of the Data Subcommittee, request a commendation to Probation at the BOS for their engagement in the subcommittee and their willingness to share data and promote transparency.
- 8/5/21: RJOB urges the BOS to create a Sheriff Oversight Board pursuant to government code section 25303.7 and refer back to RJOB for recommendations regarding its charge and composition.



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- 11/4/21: Approved changes to Body membership and bylaws resulting from existing vacancies and address challenges with maintaining quorum.

Despite the numerous activities and accomplishments listed, the bulk of the RJOB’s work resides within the subcommittees. Each subcommittee’s work is detailed below:

- A. **The Community Engagement and Funding Subcommittee** has worked to define guidelines for the development of a community capacity fund, ultimately leading to a recommendation to the Board of Supervisors to enlist the services of a technical assistance provider to assist with fund development and provide substantive support, consultation, and financial support to participating community-based organizations. The CEF subcommittee has also been working toward hosting a community data forum, in partnership with the Data subcommittee, to engage and support community conversations surrounding the publicly accessible data retrieved by the Body. The CEF was unable to sustain the momentum it built last year on the objective of working toward a Youth Advisory Council, which would provide youth the opportunity to be heard and make contributions toward the recommendations regarding the criminal legal system and its policies for those under the age of 18. These efforts will re-launch in 2022.
- B. **The Data Subcommittee** has seen significant progress this year, spearheading efforts to support RJOB’s leadership in presenting to both the Police Chiefs’ Association as well as the Mayor’s Conference. In addition to developing these presentations, the Data subcommittee has submitted written requests to the DA’s office and has received a preliminary response. Additionally, this subcommittee has secured data on a quarterly basis from the Sheriff’s Office, the Probation Department, and the County’s Office of Education. Furthermore, the subcommittee has supported posting these data reports and findings on the RJOB’s webpage, making all of the data it currently receives available to the public. While this is not a dashboard, until logistics and content for a fully functioning dashboard are fully executed, this is a significant step toward immediate data transparency. The data subcommittee is also supporting the development of a community forum to share current data and get community feedback, which will be held early 2022. Finally, based on the disparities found in the data reporting at the point of arrest for youth and juveniles and after further exploration with a few local law enforcement agencies, this subcommittee has discovered that there is currently little to no training for law



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enforcement on engagement with youth and knowledge of adolescent brain development and cognitive behavior. With this understanding and potential for reducing a disparity among young people at arrest, the subcommittee is currently seeking to secure funding for an evidence-based training program for local law enforcement officers across the County.

- C. **The Diversion Subcommittee** finalized its definition of diversion and proceeded to invite presenters from various current and previous diversionary programs administered by County agencies and local law enforcement, outlining details such as eligibility criteria, utilization rates, offense types, etc. As the group continued to dig deeper into diversionary programs, it became clear that while it hopes to develop specific, programmatic recommendations for use in all county-led diversion programs, there are relatively basic needs which must first be addressed. These include the collection of race/ethnicity data for referrals and tracking data on successful completions vs. unsuccessful referrals, among others. The diversion subcommittee continues to work toward developing equitable and inclusive eligibility criteria to be used countywide. Members of the subcommittee have identified transition aged youth as a priority population due to lack of services and resources.

## II. Attendance

The RJOB will have two vacancies entering the new year due to inactive participation and changes in personal schedules impeding member involvement. This impacted quorum and presented several challenges for the CEF subcommittee to hold and continue meeting proceedings throughout the year. The CEF subcommittee canceled three meetings due to quorum challenges – on February 11th, August 12th, and November 15<sup>th</sup> – and has made changes to its roster later in the year in hopes to address the issues and ensure that quorum will be met going forward. It will be important to ensure equity and inclusion going forward in filling vacancies and would be a great idea to potentially bring on some relative newcomers to serve on the RJOB to address the burnout issues mentioned above and bring new and evolving ideas and perspectives to the work as a whole. The Diversion subcommittee has had two meeting



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cancellations this year, both due to presenters who were unable to submit their materials on time for inclusion in the meeting agenda packets.

III. Proposed Work Plan/Objectives for Next Year

The RJOB will continue to work toward the objectives laid out in its initial work plan, which primarily consists of the recommendations developed by the Racial Justice Task Force. Many of these recommendations will be carried out by the subcommittees on behalf of the RJOB. Therefore, each subcommittee also has a work plan which features more specific goals and objectives developed to flesh out how that subcommittee should go about working to accomplish each item. For the RJOB, specific objectives which will remain areas of focus for the coming year include the following:

- **Objective 7 – Establishing a community capacity fund to improve capacity of CBOs to provide reentry services**
- **Objective 11 – Ensuring collection/reporting of accurate data in all criminal justice and law enforcement agencies countywide.**

While more of the work plan’s objectives may be accomplished than just those listed here, based on current progress as well as the content of current and upcoming meeting agendas, it seems that these identified work plan objectives are the foremost among many, and significant progress toward these objectives will be crucial for the other objectives laid out in the work plan as it currently stands.

In addition to the RJOB’s work plan objectives, the CEF Subcommittee will continue to work toward its stated goal of ‘Increasing meeting and decision making accessibility and transparency’ by helping to support and develop a Youth Advisory Council to review, inform, and approve RJOB decisions – thus increasing youth voice which has been relatively scarce to date. The CEF subcommittee’s work is also directly aligned with RJOB Work Plan Objective 7 as listed above. The Diversion Subcommittee will continue to work toward two main objectives as identified in its work plan. First is ‘Objective 2: Develop separate recommendations for adult and youth populations.’ The second is ‘Objective 3: Strive to ensure the broadest possible pool of eligible participants in diversion’ and this will be completed by examining best practices nationally in terms of diversion eligibility and comparing them to the current eligibility criteria within the County to propose recommended changes.



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The Data subcommittee, in addition to its primary goal which is captured by Objective 11 above, has also made significant progress on Objective 2, which reads in part, “Office of Reentry and Justice shall publish data related to the demographic, criminal justice, law enforcement, and education patterns present within the County by race/ethnicity.” Establishing the data website which houses all the data collected and shared with the RJOB to date is in service to this objective from the Data subcommittee’s work plan.

### **Recommendations**

In addition to any relevant recommendations included in earlier reports, we also recommend the following:

Building on a previous recommendation about the development of an orientation meeting and materials for new members (with at least two vacancies left for new members potentially joining the RJOB, and the expiration of term for all nine CBO Representatives seats, Local Law Enforcement Representative Seat, and Local School District Representative seat at the end of 2022), we recommend a significant and coordinated effort to bring on a few members who may not be experienced at this level. Currently, many members have much experience and are spread thin among several engagements at the County level. This will mean spending significant time to build the skills and confidence of the new members as the work continues, in hopes of developing new perspectives as well as new County advocates with potentially more time to engage this work and play an active role within it. Additionally we recommend reaching out by e-mail to members who miss meetings, which should include a copy of the Record of Actions or some similar document. This could help to build continuity and accountability for members who miss meetings and may help to establish better communication in the event of scheduling issues or other unforeseen conflicts and has had this impact in other jurisdictions.

While meetings remain virtual, we would also recommend more expansive use of programs such as Jamboard or other collaboration tools which allow users to work on the same document in real time. Such tools give members time to think and respond, even if some members or public meeting attendees do not feel comfortable speaking up in a meeting, or may not have a timely response as an agenda item prompt is announced. Additionally, these tools are helpful in developing more of a culture within the RJOB around working meetings, which will remain a



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necessary part of the work, in addition to reports on agenda items. A balance between both approaches is preferred in addition to ad-hoc working meetings between small groups of subcommittee members which do not constitute a quorum.

Related to the previous recommendation, we may need to consider the practice of developing and distinguishing working meetings from meetings which move along more quickly between agenda items. This practice would alert members that they will be expected to engage at a detailed level with materials, providing feedback and input. Such meetings may feature long pauses and may not appear as polished or efficient as others, but these are expected parts of the process when working on a document or providing feedback in real time and having such meetings occur at designated times may help everyone to be comfortable with this meeting style and to prepare to fully participate.

Questions remain within the RJOB about what the Body has the authority to do and at what point it has reached the limit of its authority and must submit actions for approval by the Board of Supervisors. Additionally, when and how to properly submit items which the Body has agreed upon to the Board of Supervisors seems relatively unclear among RJOB members. We would recommend that the RJOB meet with the Board of Supervisors at least semiannually, as this would create direct communication between the two groups, allowing the Board of Supervisors to hear directly not just the concerns and recommendations of the RJOB so that it can make the appropriate actions or inquiries, but also the context and thought processes behind each one for the best understanding. Such meetings would also allow the RJOB to follow up with the Board of Supervisors for updates on recommendations and other items submitted to the Board for approval, and would help to demystify the process of communicating with and working alongside the Board of Supervisors to achieve important goals and objectives which are all oriented toward more racially equitable outcomes in the Contra Costa County justice system.

### **Conclusion**

While progress may sometimes appear to be slow, particularly considering the ambitious recommendations set forth by the RJTF for the RJOB to implement, it is important to point out the many strides the RJOB has been able to make this year. In particular, the Data subcommittee is to be commended for its efforts which have resulted in receiving race/ethnicity data from Probation, the Sheriff's office, and County Office of Education in addition to submitting and



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presenting requests to other relevant agencies within the local criminal legal system throughout the year. These developments are the result of hard work and will impact every level of the Body’s work going forward, as data is extremely important to help inform system decision-making to improve outcomes.

We will also institute a practice of prioritizing a few yearly goals among the many sweeping recommendations and moving those ahead as efficiently as possible to continue building momentum toward some of the larger and more challenging projects within the RJOB’s charge.

As the Body moves forward with renewed commitment to this work, orienting new members and maintaining feedback loops among the existing membership will be crucial to ensure maximum participation. Building a closer working relationship with the Board of Supervisors will also be an imperative development, helping to generate more action and continuity after the RJOB agrees to take certain action steps. This will help to eliminate burnout concerns as members begin to see their work come to fruition and have a direct line of communication, as opposed to feeling that much is beyond their control. In turn, that relationship will build community confidence, not only in the RJOB but in the process of engaging systems at this level to be accountable for racially equitable outcomes. Community confidence and buy-in surrounding these entities and processes is extremely important to building a safer, healthier, and more racially equitable Contra Costa County.

The BI continues to believe in the potential within the County to make pragmatic policy/practice changes as well as the larger cultural shifts necessary to achieve that vision, and we remain committed to the work such a vision will warrant.



# Contra Costa County Board of Supervisors

## Subcommittee Report

### INTERNAL OPERATIONS COMMITTEE

7.

**Meeting Date:** 07/11/2022  
**Subject:** OPTIONS TO EXPEDITE RECRUITMENT FOR THE FILLING OF CRITICAL POSITIONS  
**Submitted For:** Ann Elliott, Human Resources Director  
**Department:** Human Resources  
**Referral No.:** IOC 22/10  
**Referral Name:** RECRUITMENT TO FILL CRITICAL COUNTY POSITIONS  
**Presenter:** Ann Elliott, Human Resources Director                      **Contact:** Ann Elliott (925) 655-2147

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#### **Referral History:**

During the April 26, 2022 Board of Supervisors meeting, the Board requested the Human Resources Director to identify and report to the Internal Operations Committee options for replacing retired County employees more quickly. The referral came about in the context of waiving the 180-day separation before rehiring a retiree. The Health Services Director explained that even when an employee's retirement plans are known, the department cannot open a recruitment until the position is becomes vacant. The County Administrator advised the Board that the County can and has created limited-term positions so that retirees' and new hires' tenures can overlap briefly to facilitate a smoother transition. The Board requested information on available options for key departing staff more expediently to avoid having to temporarily rehire the just-retired person while the County recruits. The Board acknowledged that a person can retire with little or no advance notice to the County.

#### **Referral Update:**

Attached please find a short slide presentation prepared by the Human Resources Director, who will present the information.

#### **Recommendation(s)/Next Step(s):**

RECEIVE presentation from the Human Resources Director about options for quickly filling key permanent staff vacancies.

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#### **Attachments**

**Presentation: Staffing Options During Personnel Transitions**

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# Staffing Options During Transitions



The transition period when a County employee retires or resigns is always challenging, but even more so when the exiting employee is leaving a mid-level or upper management position.

## Challenges:

- “The Great Resignation”
- Retirement age decreasing
- Short notice separations
- Difficulty recruiting for individuals with management experience
- The extended learning curve of a large public sector entity

## Options:

- Succession planning for internal promotional opportunities
- Training programs to assist current County employees with gaining necessary experience and knowledge
- Building a culture of early notice and encouraging exiting employees to be part of the transition plan
- Advance recruitment when notice is given more than 90 days prior to separation
- Adding a temporary position for the same job class to allow crossover training
- “Double-filling” current position to allow crossover training

The new Professional and Organization Development team in HR is working to build the internal pipelines to assist current employees in preparing for promotional opportunities and to support external candidates as they join the County.

Advanced planning is the key, which requires collaboration between County departments, Human Resources, and exiting employees.