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SANTA CRUZ COUNTY
Civil Grand Jury

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Surveillance State in Santa Cruz County

Who surveils those who surveil us?

Summary

In a world where people are subjected to ongoing and widespread use of surveillance by public and private actors, there is a need for increased transparency in law enforcement surveillance. The Grand Jury recommends increasing the Sheriff's Office public accountability for any acquisition and use of surveillance technologies.

In reporting on this investigation, the Grand Jury attempts to recognize the appropriate balance between the required secrecy of law enforcement investigations and public transparency. Increasing safeguards for all residents, especially the most vulnerable, is a form of democracy in action. Just becoming aware of the potential dangers of over-surveillance empowers the public. The simple act of publishing information on drone deployments or disclosing use of Amazon Ring cameras helps to allay public fears of over-surveillance.

Just as it is critical to know how and when surveillance tools will be used, it is equally important to understand the limits of surveillance, and hold authorities accountable to those limitations. The Grand Jury recommends the Sheriff's Office:

- Publish information on retention, and specify disposal or deletion dates for the increasing volume of non-evidentiary data, such as public event drone recordings.
- Consider using the state mandated Military Equipment Inventory as a template for providing the public with information on surveillance equipment proposed or acquired through Federal Homeland Security Urban Area Security Initiative grants, as well as future surveillance tools budgeted through County funding.

Table of Contents

Summary	1
Background	3
Scope and Methodology	3
Investigation	4
Amazon Ring: Neighbors Public Safety Service	4
Automated License Plate Readers (ALPR)	5
Body Worn Cameras and Portable Audio Video Recorders	5
Mobile Device Forensic Tools (MDFT)	6
Drones, Robots and In-car Dash Recordings	8
Security Alarm/Neighborhood Video Partnership	9
Inmate Tablet Devices and Inmate Telephone Access	10
Board of Supervisors Creates Office of Inspector General	11
Conclusion: Who Surveils Those Who Surveil Us?	11
Findings	12
Recommendations	12
Commendations	13
Required Responses	14
Invited Responses	14
Definitions	14
Sources	15
References	15
Site Visits	19
Appendix A. Office of Inspector General Contract	20

Background

In 2021, the Santa Cruz County Criminal Justice Council (CJC) issued a first of a kind Santa Cruz County regional public safety agency policy review. This review provided a transparent look at policies and offered a starting point for evaluation by local law enforcement, elected leaders and the communities they serve. All local agencies participated voluntarily, openly, and transparently. The CJC report indicated the jurisdictions included in the review had dissimilar or incomplete policies specific to the acquisition and use of technology for the purposes of law enforcement surveillance. In compiling their report, the Criminal Justice Council sent surveys to Police Chiefs of Santa Cruz, Scotts Valley, Capitola, Watsonville, and to the Santa Cruz County Sheriff.^[1]

Prompted by the CJC report and the development of Privacy and Surveillance ordinances in several Counties and Cities in California,^{[2] [3] [4]} the Grand Jury wanted to understand how law enforcement uses surveillance technologies and how the public might instill more transparency on the use of these technologies, while keeping in mind the investigative needs of law enforcement.

This Grand Jury suggests the need for public oversight of surveillance technologies is clearly demonstrated in findings from a 2019 State of California audit of local law enforcement agencies' use of automated license plate readers (ALPR). The audit found the Los Angeles Police Department (LAPD) and three other California law enforcement agencies were not providing sufficient privacy protections for the hundreds of millions of images collected by automated license plate readers and shared with other jurisdictions.

The audit found that 99.9 percent of the 320 million images the LAPD stored came from vehicles that were not on a criminal investigation list when the ALPR image was made. At the time of the audit, none of the agencies had an ALPR usage and privacy policy that implemented all the legally mandated—since 2016—requirements. This example of just one surveillance technology illustrates shortcomings in data security, vendor oversight, data sharing, and data retention.^[5]

In a democratic society, there is a necessary and healthy tension between transparency (the public's right to know about activities of their government) and the need for secrecy in national security and law enforcement contexts. Every democratic society has provisions for such secrecy, and this secrecy does not at all imply unethical collection or use of data. There simply needs to be a recognition of the appropriate balance between secrecy and transparency policies that ensure ethical conduct, and rigorous, independent oversight.^[6]

Scope and Methodology

The Grand Jury chose to focus on the Santa Cruz County Sheriff's Office as the subject of this investigation because of the agency's broad reach throughout the county, and a somewhat complex supervisory structure. The Grand Jury limits the scope because, while surveillance technologies are used by law enforcement throughout the county, the Santa Cruz County Board of Supervisors is limited in its supervisory capacity over the Sheriff's

Office. California Government Code Section 25303 prevents the Board of Supervisors from impeding the “investigative function of the sheriff.” Instead, the California Attorney General has direct supervision over sheriffs when they enforce state law.^[7]

The Grand Jury’s focus on the Santa Cruz County Sheriff’s Office does not imply less need for transparency or public oversight in our cities. Rather, the Grand Jury encourages the city councils and the public to evaluate surveillance technology in use by city police, in light of the findings. In undertaking this investigation, the Grand Jury attempts to recognize the appropriate balance between secrecy and transparency as it endeavors to ensure ethical conduct through independent oversight.

The investigation included:

- Interviewing privacy board members in other California jurisdictions
- Attending privacy board meetings in other jurisdictions
- Interviewing Santa Cruz County staff and elected officials
- Santa Cruz County site visits
- Reviewing reports, audits, contracts, and plans related to surveillance technologies
- Researching proposed and enacted California city, county, and state ordinances/legislation
- Seeking out best practices in privacy and surveillance technology management
- Evaluating options for improving transparency
- Examining the risks associated with too much available information

Investigation

Setting certain expectations in writing with regard to surveillance technology usage and privacy controls helps to ensure the Sheriff’s Office operates in a manner that protects individuals’ privacy. The Grand Jury requested written documentation on the following:

1. Amazon Ring: Neighbors Public Safety Service (NPSS)
2. Automated License Plate Readers (ALPR)
3. Body Worn Cameras and Portable Audio Video Recorders
4. Mobile Device Forensic Tools (MDFT)
5. Drones, Robots and In-car Dash Recordings
6. Security Alarm/Neighborhood Video Partnership
7. Inmate Tablet Devices and Inmate Telephone Access

Amazon Ring: Neighbors Public Safety Service

Amazon Ring law enforcement partnerships are growing and include the Santa Cruz County Sheriff’s Office. In a July 1, 2022 written response to a request for information from Senator Edward J. Markey (D-Mass.), Amazon Ring reported a more than five-fold increase in law enforcement partnerships on its platform since November 2019. Ring reported 2,161 law enforcement agencies on its NPSS, a platform on which participating agencies can request footage from Ring users.^[8] According to Amazon Ring:

- The consumer facing application is called Neighbors App. This application does not share the addresses at which devices are located unless a subscriber posts it to the Neighbors App or they share a video recording in response to a Request for Assistance post from the Sheriff's Office. Once shared, the street address (the address associated with the Ring device), and the email address associated with the account are shared with the public safety user who created the Request for Assistance post.^[9]
- Of note in the response to Senator Markey's request for information, Amazon Ring:
 - Failed to clarify the distance from which Ring products can capture audio recordings.
 - Refused to commit to eliminate Ring doorbells' default setting of automatically recording audio.
 - Provided videos to law enforcement in response to an emergency request, through a process that does not require the consent of the device owner.^[8]

The Santa Cruz County Sheriff's Office became one of the partnering agencies in 2020. In January 2023 correspondence to the Santa Cruz Civil Grand Jury, the Santa Cruz County Sheriff's Office reports the **Ring Neighbors Portal has been used less than 10 times since 2020 to assist with the investigation of significant crimes.**

The Sheriff's Office indicates evidentiary videos recovered through the Neighbors Ring Portal are booked to the Digital Evidence server and retained pursuant to Digital Evidence Policy 801. No information was provided on the disposal of non-evidentiary recordings. Additionally, the Sheriff's Office identifies the Neighbors Portal as a social platform and its use directed by Policy 343 Department Use of Social Media.^{[10][11]}

Automated License Plate Readers (ALPR)

Any entity in California, including public agencies, deploying readers or accessing ALPR data must post a privacy and usage policy online under a state law that went into effect on Jan. 1, 2016.^[12] The Santa Cruz County Sheriff reports no use of this surveillance technology.^{[11][13]}

Body Worn Cameras and Portable Audio Video Recorders

The Sheriff's Office completed the rollout of body worn cameras in January 2017.^{[14][15]} A 2021 research paper released by a University Crime Lab and Council on Criminal Justice's Task Force on Policing describes body worn cameras as both beneficial and cost effective.^[16]

The Grand Jury recognizes the value of this surveillance technology for both Sheriff's Officers and the public; however, body worn cameras are listed in both Sheriff's Office Policies 422 and 423.^[17] Within the Body Worn Camera policy, two different dates are listed for minimum retention of non-evidentiary data.

- **Policy 423 Body Worn Cameras** indicates all non-evidentiary data will be maintained for no less than 90 days, and references Government Code Section 26202(a). However, code 26202.6 (a) states, “the head of a county department, public safety communications center or the head of a special district may, after 100 days, destroy recordings of telephone and radio communications maintained by the department or special district.”^[17]^[18]
- **Policy 422 Portable Audio/Video Recorders**, which also includes body worn devices, indicates a retention of no less than 180 days.^[17]

Neither policy 422 nor 423 offers a definitive date for the disposal of non-evidentiary data. The conflicting information on record retention within a policy, as well as between two policies referencing body worn devices may create confusion.

Mobile Device Forensic Tools (MDFT)

On December 13, 2022, the Board of Supervisors approved the purchase of a Cellebrite Universal Forensic Extraction Device, as recommended by the Sheriff’s Office. This technology allows law enforcement to extract data from a smartphone. Funds for this purchase were obtained from the Urban Area Security Initiative (UASI).^[11]^[19] This Federal Homeland Security UASI program provides financial assistance to address multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas.^[20]

Use of MDFTs is widespread in the United States, with every one of the 50 largest local police departments using these tools, according to a Washington nonprofit that investigates how police use the technology.^[21]

Concurrent with the rapid growth in MDFTs, the share of Americans owning a smartphone is at least 85 percent, up from just 35 percent in 2011, according to a 2021 Pew Research report shown in Figure 1 below.

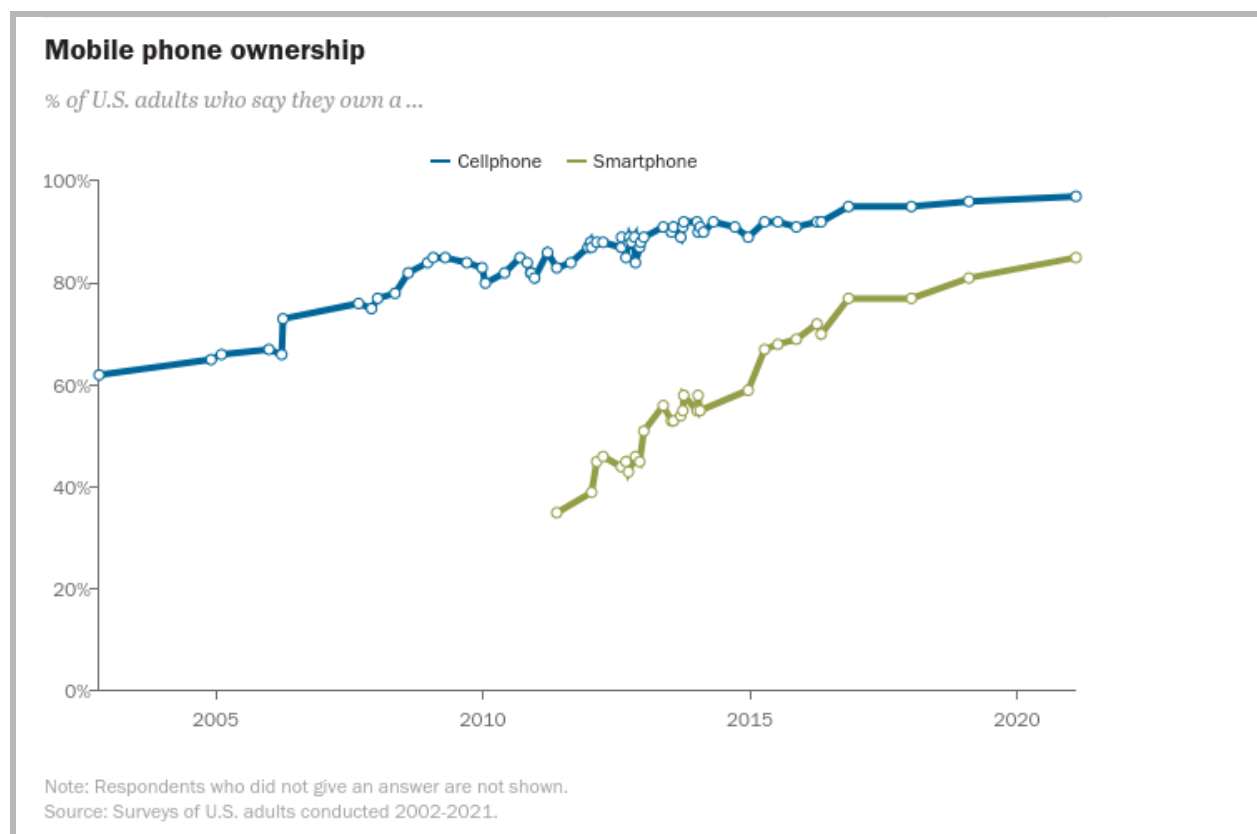


Figure 1. Mobile phone ownership over time.^[22]

In 2014, the U.S. Supreme Court ruled in *Riley v. California* that warrantless search and seizure of the digital contents of a mobile phone during an arrest is unconstitutional under the Fourth Amendment.^[23] Under *Riley v. California*, there are exceptions for the requirement of a warrant to search a mobile phone, and these are in exigent circumstances, or when the owner gives consent.^[24]

According to the Cellebrite website, the tools can access locked devices bypassing pattern, password, or PIN locks. They can overcome encryption, as well as retrieve cloud tokens and select app data.^[25] In other words, there are few limitations to access.

The Sheriff's Office provided no MDFT specific documentation or equipment delivery date in response to the Jury's request. Instead, Policy 800 Property and Evidence and Policy 801 Computers and Digital Evidence were provided.^[13]

As digital forensic tools become more sophisticated, reaching into deleted messages, time-stamped geographic location information, and beyond the physical device into cloud-based data, more questions arise in how these tools are used. This Grand Jury acknowledges additional documentation may be forthcoming when the Sheriff's Office updates its annual Military Equipment Inventory, provided tools acquired through the UASI Federal Homeland Security Grant are inventoried.^[26]

Drones, Robots and In-car Dash Recordings

The Sheriff's Office reports no In-car Dash Cams.^[13] However, the Sheriff's Military Equipment Inventory required under California AB-481 lists multiple surveillance devices capable of being deployed from many of the inventoried vehicles. State law AB-481 requires every law enforcement agency to disclose which military-style gear it has, and to adopt specific policies on how it is used. This law also requires ongoing annual reports including information about any complaints received from the public.^[26] In a first inventory, the Sheriff's Office listed items related to surveillance, including:

- Robots with camera attachment and/or two-way communications;
- Unmanned aerial vehicles with camera and/or communications attachments;
- Mobile command vehicles either capable of transporting, or with embedded communications technologies.^[27]

The Sheriff's Office first ever Military Equipment Inventory reflects the idea that the required accountability of law to local government—and to the community it serves—is meant to continue into the future. That said, the Jury notes inconsistencies and omissions within the document that will likely be corrected in subsequent inventories. For example, there were no ongoing costs or fiscal impacts documented for several inventoried items reviewed for this report, and there were some missing references to Sheriff's Office Policy. For example, Item 1 (Category 1) Robots has no Sheriff's Office policy cited, and lists no fiscal impact.

Importantly, AB-481 allows for additional inventory items under line, "(15) Any other equipment as determined by a governing body or a state agency to require additional oversight."^[26]

It should be noted that the Sheriff's Office second annual AB-481 Military Equipment Inventory was published during the review process for this Grand Jury report but was not used as a source for this investigation. The Grand Jury acknowledges improvements in reporting and looks forward to continued progress in subsequent AB-481 reporting.

In addition to publishing the Military Equipment Inventory, the Sheriff's Office issues an annual Unmanned Aerial System (i.e., drone) report entitled, "Usage of the Santa Cruz County Sheriff's Office Unmanned Aerial System (UAS) Team." Drone usage metrics are included in the "Sheriff's Office Annual Report."

The UAS Team consists of 15 members of the Sheriff's Office who are certified under Code of Federal Regulations Title 14 part 107 to fly drones in a commercial capacity. In 2022, UAS were deployed 32 times, up from 21 times in 2019, as shown in Figure 2 below. The deployments included missing person search, search and rescue operations, suspect searches, crime scene documentation, high risk incidents, and search warrants.^{[28] [29] [30] [31] [32]}

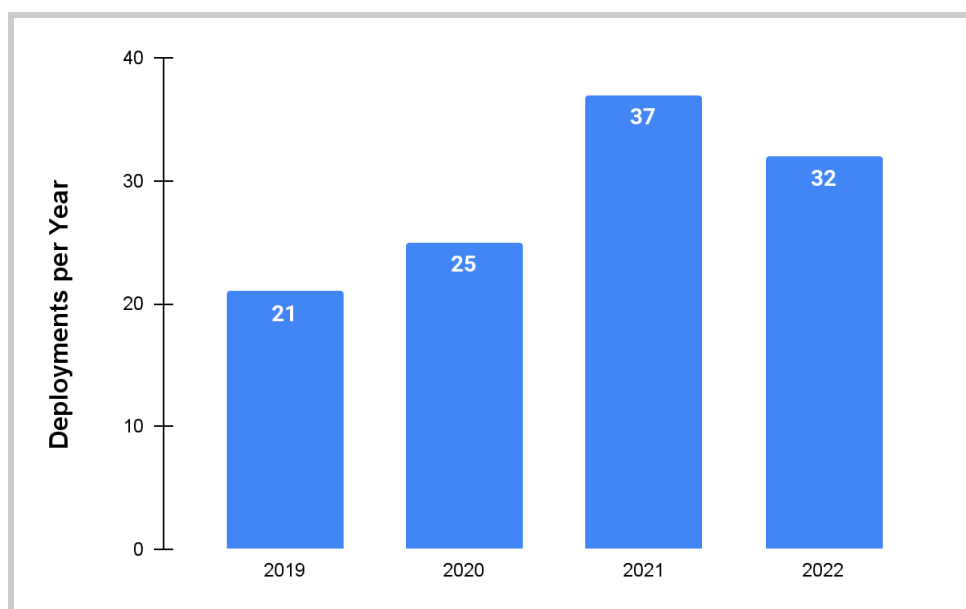


Figure 2. Unmanned Aerial System Annual Report 2019-2022.^{[29] [30] [31] [32]}

Security Alarm/Neighborhood Video Partnership

The Board of Supervisors enacted ordinances related to alarm systems and false alarms titled as County Code Chapter 7.84, Security Alarm Systems, and subsequently approved a vendor contract for services on September 15, 2021.^[33]

The approved vendor is CryWolf Services, part of a Florida based for-profit company called CentralSquare. CryWolf provides an integrated suite of software applications, designed to assist false alarm reduction managers and planners in accessing information relevant to false alarms.^[34] The Grand Jury examined the CryWolf Santa Cruz County portal and noticed a video surveillance registry as seen in Figure 3:

False Alarm Reduction and Administration

Online Registration You **MUST** complete the **Alarmed Location** and **Mailing Information** sections before submitting.

Alarmed Location Information *

* refers to address where the alarm system is installed.

Location Type: Video Surveillance Registration Fee: \$0.00

Last Name: [Text Box]

First Name: [Text Box]

Suite (if applicable): [Text Box] Numbers and/or letters only (e.g. 'A2' or '5')

Street Name: Street Num [Text Box] Street Name [Text Box]

City: [Text Box] State: CA Zip Code: [Text Box]

Main Phone: 123-456-7890

Other Phone: 123-456-7890

Email Address: [Text Box]

Multiple email addresses must be separated with a comma.
By providing your email, you consent to receiving emails regarding your account in the future.

Figure 3. Screen Capture False Alarm Reduction and Administration. ^[34]

While the Video Surveillance category is available to those who wish to register on the CryWolf False Alarm and Administration online registration, the Santa Cruz County Sheriff's Office reports no use of this video registry for surveillance.^{[11] [35]} The ability to register video surveillance on a web page created solely for Santa Cruz security alarm registry may be confusing to subscribers.

Inmate Tablet Devices and Inmate Telephone Access

The Sheriff's Office first partnered with Smart Communications, a for-profit Florida-based company, in late 2021.^{[36] [37] [38]} The Sheriff's office reports approximately one tablet available for every six or seven inmates. These tablets provide several features and use two-way electronic messaging software specifically designed for use in correctional institutions for communications by inmates, and monitoring capabilities for Sheriff Deputies.^{[37] [38] [39]} Any physical mail addressed to inmates at a Santa Cruz County jail, except letters from their legal counsel, are sent to Florida for scanning and digitization. Inmates can read their mail on tablets, and hard copies are destroyed.^[40]

Importantly, a March, 2023 lawsuit filed in San Mateo County calls into question the wide scope of tablet surveillance, including; "those presumed innocent, and of the many individuals who send mail to those incarcerated people." Additionally, this court filing suggests the Florida based company stores a digital copy of scanned mail for seven years.^[41]

This Grand Jury wanted to review any documentation specific to Inmate Tablet Monitoring, including dates related to retention and disposal of data, any processes specific to evidentiary and non-evidentiary data, as well as data collected for an individual released with a case status of, "no file."^[42] In response to this request and a

request for documentation related to inmate telephone monitoring, the Sheriff's Office provided Sheriff's Office Corrections Policy 1005 related to Inmate Telephone access.^[43]

Of note in a review of the Sheriff's Office Correction's Policy 1005 related to Inmate Telephone Access, is the lack of any documented process for the inadvertent recording of privileged information (e.g., communications by an inmate to legal counsel). A breach of confidentiality could expose the County to costly legal liability, as observed in a complaint filed in San Mateo County.^{[43] [44] [45]}

Every year, the Santa Cruz County Civil Grand Jury examines detention facilities within the County, including the Main Jail, the Blaine Street Women's Jail, and the Rountree Men's Medium Security Facility. During this year's tours, the jury learned about chronic staff shortages.^[46] Inconsistent staff scheduling and an overworked staff at detention facilities may impede the resolution of unforeseen issues such as the inadvertent recording of privileged communications.

Board of Supervisors Creates Office of Inspector General

On December 13, 2022, the Board of Supervisors adopted Government Code Section 25303.7 authorizing the Board to establish an Office of the Inspector General (OIG), appointed by the Board, to assist the Board with its duties that relate to the Sheriff. The ordinance establishes the OIG as an independent contractor and outlines the purpose and duties of the OIG.^[47] The creation of an OIG offers additional possibilities for oversight and recommendations regarding the policies, usage and operations of surveillance technology in the Sheriff's Office See [Appendix A](#) for more information.

Conclusion: Who Surveils Those Who Surveil Us?

While law enforcement surveillance technology can be effective for maintaining public safety and crime prevention, its use also poses several challenges and concerns. Policymakers, the public, and law enforcement agencies like the Santa Cruz County Sheriff's Office, must carefully consider the potential risks and benefits of surveillance, and ensure that its use is proportionate, transparent, and subject to appropriate safeguards and oversight. This report asks whether the Santa Cruz County Sheriff Office provides the public with the appropriate balance between the required secrecy of law enforcement investigations and public transparency.

The Santa Cruz County Grand Jury finds a need for increased transparency in surveillance use and public accountability as new surveillance technologies are introduced.

Findings

- F1.** The Sheriff's Office documenting minimal use of Amazon Ring, and informing the public of use specifically to assist with the investigation of significant crimes, assures the public this tool is not in constant use or frequently surveilling specific neighborhoods.
- F2.** The Sheriff's Office indicating no use of automated license plate readers updates the public with current information consistent with findings from the 2021 Criminal Justice Council Report.
- F3.** Conflicting information on records retention within Policy 423 (Body Worn Cameras), as well as between Policies 422 (Portable Audio/Video Recorders) and 423, creates confusion and doubt for the public, and may present lack of certainty on proper records retention and disposal for Sheriff's Office personnel.
- F4.** The Sheriff's Office's lack of documentation specific to the Cellebrite Mobile Device Forensics Tool leaves the public without critical information on how this tool will be used, and more importantly, when it will not be used.
- F5.** The Sheriff's Office first annual Military Equipment Inventory for the surveillance tools reviewed by the Grand Jury lacks details such as impact cost and specific linkages to Sheriff's Office policy as required under California AB-481. This lack of detail leaves the public without clarity on aspects of cost and accountability measures.
- F6.** The ability to register video surveillance on a web page created specifically for security alarm registration within Santa Cruz County may be confusing to the registered subscribers, as well as those considering adding security services to their home or business.
- F7.** The Sheriff's Office of Corrections' lack of clear documentation specific to inmate tablet use leaves the public without critical information on how the information collected is used, how this information is retained, and more importantly, when disposal occurs for non-evidentiary records.
- F8.** The Sheriff's Office of Corrections' lack of a documented process for handling inadvertent recording of privileged communications (e.g., communications by an inmate to legal counsel), is a concern since a breach of confidentiality could expose the County to costly legal liability.

Recommendations

- R1.** As Ring installations become more widespread, the Sheriff's Office should include statistics on Amazon Ring Neighbors Portal usage in its annual report to the public by March 30, 2024. (F1)
- R2.** The Sheriff's Office should consider using its 2024 annual Military Equipment Inventory public meeting as its forum to inform the public of intent to acquire or use any Automated License Plate Reader equipment. (F2)

- R3.** The Sheriff's Office Policy Manual should review and propose potential revisions specific to confusing language in Policies 422 (Portable Audio/Video Recorders) and 423 (Body Worn Cameras) by December 31, 2023. (F3)
- R4.** The Sheriff's Office should inform the public on whether Mobile Device Forensic Tools are used for consent searches specifically, and define and announce disposal dates for non-evidentiary data by December 31, 2023. (F4)
- R5.** The Sheriff's Office may wish to recommend to the County Administration Office that clarifying language be added to the False Alarm and Administration online registration. (F6)
- R6.** Where possible, the Sheriff's Office should publicly provide information on retention and specify disposal dates for all surveillance technologies non-evidentiary data by December 31, 2023. (F3, F4, F5, F7)
- R7.** The Sheriff's Office should consider regular public reporting on the intended acquisition and ongoing use of surveillance technologies not already publicly reported as required under state or county law. The Sheriff's Office should consider using portions of the Military Equipment Inventory as a template for providing the public with pertinent information on any surveillance equipment proposed, or acquired through federal grants, or other funding rather than creating yet another reporting format by December 31, 2023. (F2, F4)
- R8.** The Sheriff's Office should review its Military Equipment Inventory to ensure compliance with AB-481. Where documentation is missing, the Sheriff's Office should draft clarifying text either to share with the public for review, or for inclusion in the annual update by May 31, 2024. (F5)
- R9.** The Sheriff's Office of Corrections should consider a documented process for handling the inadvertent recording of privileged communications, including inmate tablet use by September 30, 2023. (F7, F8)

Commendation

- C1.** The Sheriff's Office Annual Report is easy to read, well organized, and provides useful information to the public. This publication offers thoughtful views of equipment, events, and Sheriff's Office personnel.

Required Responses

<i>Respondent</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Respond Within/ Respond By</i>
Santa Cruz County Sheriff	F1 – F8	R1 – R9	60 Days August 21, 2023

Invited Responses

<i>Respondent</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Respond Within/ Respond By</i>
Santa Cruz County Public Defender	F8	R9	90 Days September 18, 2023
Santa Cruz County Administrative Officer	F6	R5	90 Days September 18, 2023

Definitions

- **Automated License Plate Readers (ALPR):** Include both mobile and fixed cameras that photograph license plates and assemble the data into a searchable database.
- **Military Equipment in Assembly Bill 481 includes:** Unmanned, remotely piloted, powered aerial or ground vehicles. Command and control vehicles. (6) Weaponized aircraft, vessels, or vehicles of any kind. (7) Battering rams, slugs, and breaching apparatuses. (8) Firearms of .50 caliber or greater. (9) Ammunition of .50 caliber or greater. (10) Specialized firearms and ammunition of less than .50 caliber, including assault weapons. (11) Any firearm or firearm accessory that is designed to launch explosive projectiles. (12) “Flashbang” grenades and explosive breaching tools, “tear gas,” and “pepper balls.” (13) Taser Shockwave, microwave weapons, water cannons, and the Long Range Acoustic Device (LRAD). (14) The 40mm projectile launchers, “bean bag,” rubber bullet, and specialty impact munition (SIM) weapons. (15) Any other equipment as determined by a governing body or a state agency to require additional oversight.
- **Mobile Device Forensic Tools (MDFTs):** A technology allowing law enforcement to extract a full copy of data from a smartphone — all emails, texts, photos, location, contact, app data, location data, timestamps, etc., which can be programmatically searched and analyzed.
- **Neighbors Public Safety Service (NPSS):** An Amazon Ring platform on which participating agencies can request recorded video footage from Ring users.
- **Surveillance Technology/Tool:** Encompasses any digital device, software or system that gathers information on an individuals' activities or communications.

- Urban Areas Security Initiative (UASI):** This Homeland Security Federal Grant program assists high-threat, high-density Urban Areas in efforts to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. The UASI program provides financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist these areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach.

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Site Visits

Santa Cruz County Sheriff’s Office

Santa Cruz County Main Jail

Santa Cruz County Rountree Detention Facility

Appendix A. Office of Inspector General Contract

The OIG contract was awarded to OIR Group of Playa Del Ray, CA at the December 9, 2022 Board meeting, with the contract period beginning in March, 2023 (Contract #23C4696).^[48]

One example of the type of work OIR Group completed with potential benefit to oversight in Santa Cruz County is providing Santa Clara County with an assessment of their Sheriff's Office Military Equipment Inventory in compliance with California AB-481. For example, the completed assessment suggests consideration of policy language which explicitly states that the Sheriff's Office operationally directs and manages the use of military equipment in mutual aid scenarios, while also requiring that other agencies adhere to their own policies.^[49]

The newly created Inspector General will have similar investigatory powers to the Grand Jury, such as the power of subpoena, but with both significant differences and additional advantages:

- It will not cease to exist, and need to start fresh with a new group of citizens.
- It may act as an advocate for the Sheriff's needs for resources before the Board of Supervisors.
- It may issue periodic reports calling attention to issues of public interest concerning the operation of the Sheriff's Office, such as surveillance.
- It may provide the public with greater transparency of the Sheriff's Office operations.^[50]