



San Diego County Probation Department

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Adolfo Gonzales, Chief Probation Officer

January 30, 2020

Yvette Klepin
Juvenile Justice Commission Chair
2901 Meadow Lark Drive
San Diego, CA 92123

Response to the 2019 Juvenile Justice Commission (JJC) Facility Inspection Report for East Mesa Juvenile Detention Facility

Dear Ms. Klepin:

We are in receipt of the Juvenile Justice Commission 2019 Facility Inspection Report for East Mesa Juvenile Detention Facility. Below, please find the San Diego County Probation Department responses to the JJC Recommendations as it pertains to East Mesa Juvenile Detention Facility.

RECOMMENDATION A:

The Juvenile Justice Commission strongly recommends that Probation close the East Mesa Juvenile Detention Facility and incorporate that youth into the new Kearny Mesa complex, for the following reasons:

- i. Remote Location:
 1. Due to its remote location, East Mesa has never fulfilled its original purpose of being a juvenile intake center for the South Bay, along the lines of Kearny Mesa. In fact, all juvenile intake still takes place at Kearny Mesa.
 2. East Mesa's remote location and lack of public transportation make family visits much more difficult than at a more urban location like Kearny Mesa. Many studies have shown the importance of family visits for rehabilitation.
 3. Due to its remote location, staffing is always an issue for Probation, the County Office of Education and Behavioral Health Services. One of the main points of detention is to provide consistent educational and psychological services for the youth, but if service providers won't go to this remote location, then the youth are penalized through no fault of their own. For example, finding staff for the Continuing Technical Education programs is a perpetual problem, resulting in inconsistent programming and, even when staff are found, the programs are limited to a small number of youth.
- ii. Prison-like appearance:
 1. Much modern research has been done on the benefits to youth of being detained, when necessary, in school campus-like settings that provide comforting and supportive environments, e.g., the Missouri model. www.missouriapproach.org. East Mesa is

exactly the opposite of the Missouri model in appearance. In fact, the units at East Mesa closely resemble San Quentin State Prison. Since at least 2015, the Juvenile Justice Commission has recommended that the prison atmosphere at East Mesa be “softened.” However, only recently have any changes been made, and these are clearly inadequate. One officer now works with the youth to create murals in some areas at East Mesa, and one unit has more “home-like” furniture

2. These steps are “too little, too late,” and clearly demonstrate that there is no serious commitment on the part of the department to make these changes.
 3. In addition, East Mesa is located very close to Donovan State Prison, visually perpetuating the “school to prison” pipeline effect every time a youth is transported to or from the facility. East Mesa is also located next to a law enforcement gun range that is often in use when youth are outside for recreation, so that youth out for recreation can hear gunfire, which could certainly exacerbate the mental health issues experienced by approximately 70% of these youth.
- iii. Low numbers of youth at East Mesa
1. As at all the juvenile detention facilities in San Diego County, the average daily population (“ADP”) at East Mesa continues to fall, with the 2018 average daily population at 117 youth, or 40% of capacity. Going back five years, in 2017, the ADP was 38%, in 2016 ADP was 51%, in both 2016 and 2015, ADP was 54% and in 2013, ADP was at 47%.⁴ This downward trend is expected to continue at all juvenile facilities⁵ and, if so, strengthens the Commission’s recommendation that this group should be integrated into the new Kearny Mesa campus. Closing East Mesa could certainly result in financial savings, as well as more consistent programming for the youth.

RESPONSE A:

- i. East Mesa Juvenile Detention Facility (EMJDF) was designed to fulfill multiple purposes including intake and booking. While the Probation Department has not been conducting regular intakes at EMJDF, it may be utilized for that purpose again during construction of the Juvenile Justice Campus at Kearny Mesa.

The Probation Department agrees family visitation is important to youth success. Through Georgetown University’s Youth in Custody Practice Model, the Department has redefined family visitation and increased visitation opportunities to 6 days per week. At the facility, a recent survey found more than half of youth receive at least one weekly visit. The Department recognizes transportation can be a challenge and is working to identify contracted services to assist with the barrier. We also promote Skype and other digital visitations as alternative options for youth and families.

The Probation Department has not experienced staffing challenges. Behavioral Health Services has had a stable, consistent clinical team in place at the EMJDF for many years. In fact, in March of 2019, two veteran staff retired after more than 30 years of service with the County. Two qualified replacements were quickly found, as there was a sufficient candidate pool and interest in the two positions. The EMJDF location does not impact BHS’ ability to provide consistent psychological services to the youth. The San Diego County Office of Education will need to respond separately to concerns about their staffing levels.

- ii. The Probation Department has visited model detention systems at Washington D.C.'s New Beginning Youth Development Academy, Santa Clara County's James Ranch, Los Angeles County's Campus Kilpatrick, and the State of Missouri. The new Urban Camp in Kearny Mesa is being designed with a trauma-informed, therapeutic approach. The EMJDF did not originally include those design features. We have taken steps to modify the building's features. Murals have been added and a horticulture program is in place. The Department anticipates the opening of a grass recreation field in Summer 2020.
- iii. The Department projects that the capacity at EMJDF will continue to be needed and will be particularly required during the project to complete the new state of the art Urban Camp on the Kearny Mesa site. In addition, population fluctuations and developmental needs must be considered when housing youth. At this time, limiting unit availability only to the Kearny Mesa site would require jointly housing youth of various ages, levels of development and levels of offense activity, thus potentially jeopardizing youth safety.

RECOMMENDATION B, i.:

The Juvenile Justice Commission strongly encourages and recommends the Probation Department review, evaluate, and implement changes to OC use and de-escalation tactic practices to ensure the safety of youth and staff.

1. The Commission has made this recommendation every year for at least the last five years, and this is still an issue. In 2016, Probation said they were trying whistles, and looking into implementing the Missouri model. In 2017, Probation said that decreasing ADP would basically result in increased staffing ratios, and hoped that would reduce the use of OC spray. This is not a best practices approach. In 2018, Probation said the same thing about reduced ADP helping to reduce OC spray use, along with implementing the Youth in Custody Practice Model. What verifiable steps is Probation taking to reduce and/or eliminate the use of OC spray? How is the change to 12-hour shifts affecting the use of OC spray?

RESPONSE B, i.:

The department has contracted with the Council of Juvenile Justice Administrators for an evaluation of our de-escalation and use of force practices. First actions include:

- Town Halls: Work with our employee organizations to host 6 town halls with custodial staff and representatives to seek input on custodial practices, policies, and facilities culture.
- De-Escalation Techniques: Evaluate the two (2) conflict de-escalation training programs recommended in the report (Mandt and Safe Crisis Management) and develop a plan to train all custodial officers in national best practices for conflict de-escalation and effective intervention tools.
- Training: All newly hired staffing completing the Juvenile Institutions Core academy have been receiving adolescent brain development, trauma-informed care, restorative practices, and implicit bias trainings ("enhanced trainings") since February 2018. Beginning in February 2020, all Urban Camp staff will receive "enhanced trainings"

through San Diego State University Research Foundation. These trainings will be completed by June 30, 2020. The Department will also finalize a training curriculum that is exclusive for youth officers (custodial and field) to begin implementation in Fiscal Year 2020-21.

- Youth First Names: All EMJDF staff will begin communicating with youth by their given first names, in alignment with best practices.
- Youth Advisory Councils: Probation is piloting a Youth Advisory Council at East Mesa Juvenile Detention Facility to align with Georgetown University's Youth in Custody Practice Model. The Department will work with the Juvenile Justice Coordinating Council to evaluate progress with youth feedback and recommend expanding Youth Advisory Councils to all facilities in Fiscal Year 2020-21.
- Partner Juvenile Detention Sites: Probation staff and juvenile justice partners have visited model juvenile detention systems around the country that do not carry O.C. including Santa Clara County Probation Department, Department of Youth and Rehabilitative Services in Washington, D.C., and Missouri Division of Youth Services. The Probation Department will continue seeking out additional facilities to better understand how staff operate without OC.
- Volunteer Coordinator Consultant: The Probation Department will work with the Juvenile Justice Coordinating Council to add this resource in Fiscal Year 2020-21.

Skills, training and practices that reduce the need for officers to use force continue to be a high priority for the Probation Department. During this fiscal year we plan to expand our training in the areas of Implicit Bias, Adolescent Brain Development, Childhood Disorders, Trauma Informed Care and Restorative Practices.

The declining population and implementation of an efficient 12-hour schedule has resulted in an improved staff to youth ratio. This improved ratio is considered a best practice by the Youth in Custody Practice Model and is a cornerstone of the Missouri Model. While it is not possible to connect trends in OC use with one practice enhancement when many initiatives are occurring simultaneously, OC use in calendar year 2019 was down 14% over 2018. With 96% of OC deployments related to breaking up youth violence, the Department is continuing to focus on efforts to reduce violence between youth.

RECOMMENDATION B, ii:

The Juvenile Justice Commission recommends the Probation Department review medical services (in particular "med pass") to ensure youth obtain their medications in a timely manner.

RESPONSE B, ii:

Probation Department and its contracted medical services provider are committed to the timely administration of scheduled medications. Recently, the contracted medical services provider has enhanced juvenile detention facilities clinics with an additional 28 hours of evening coverage. The contracted medical services provider routinely reconciles youth's medications and tracks and evaluates the number of medications administered on a monthly basis in order to ensure, among other measures, timely administration of medications. The Department carries out quality assurance reviews for all contracted services.

RECOMMENDATION B, iii:

The Juvenile Justice Commission strongly recommends the Probation Department review and update their policies and procedures to ensure practice and policy are in line with one another.

RESPONSE B, iii:

The Probation Department has procured technical assistance from LexiPol to update our policies and procedures for Institutional Services. Revisions are in progress and we anticipate that updated policies and procedures will be issued throughout 2020.

RECOMMENDATION B, iv:

The Juvenile Justice Commission recommends the Probation Department continue their hiring, training and retention efforts to ensure the safety of youth.

RESPONSE B, iv:

The Probation Department agrees with this recommendation. The Department has hired 116 new Correctional Deputy Probation Officers since April of 2018 and anticipates additional hiring in the coming months. To promote safety and wellness, the Department is creating a pipeline to ensure the Department remains fully staffed in our Institutions throughout the year. The Department anticipates holding three Juvenile Institutions (J.I.) Core academies annually to fill vacancies promptly, enabling the Department to provide positive engagement and rehabilitative programming.

RECOMMENDATION B, v:

The Juvenile Justice Commission recommends the Probation Department train staff in report documentation in order for staff to present a clear understanding of what occurs during an incident.

RESPONSE B, v:

The Probation Department agrees with this recommendation and will continue to provide training to staff to clarify report expectations.

RECOMMENDATION B, vi:

The Juvenile Justice Commission recommends that the Probation Department insert in future worksheets a short summary of appropriate Manual sections in addition to the citation to a particular policy (such as Policy section 5.4.5.2 regarding LGBTQI). We don't believe that there are any privacy concerns in summarizing any Manual provisions.

RESPONSE B, vi:

The Probation Department agrees with this recommendation and will implement summaries in future submissions.

RECOMMENDATION B, vii:

The Juvenile Justice Commission recommends the Probation Department establish a TRU Unit

1. For several years, the JJC has recommended establishing a TRU unit at East Mesa. The Executive Summary for the 2018 JJC report states that the Unit Confinement unit has been converted to a TRU unit, where all “Probation officers, teachers and mental health staff are trained in the TARGET (T4) curriculum.”⁶ At the JJC Quarterly Meeting on October 16, 2019, Probation (Dr. Twitchell) stated that it is a “TRU-like” unit. Clearly this more long-term population could benefit the most from a TRU unit, and this would be another benefit of closing East Mesa and adding those youth to the more established TRU unit program at Kearny. inspection cycles and despite the fact that the youth here could probably benefit most from an intensive program such as the TRU Unit.

RESPONSE B, vii:

The Trauma Response Unit has demonstrated sustainable success in decreasing trauma symptoms for youth, decreasing violence and improving safety of both youth and staff since 2015. The Probation Department will continue to investigate ways to increase staffing in Clinical Services and Rehabilitation to allow expansion of this approach to youth in all units, regardless of facility.

RECOMMENDATION B, viii:

The Juvenile Justice Commission recommends the Probation Department increase Career and Technical Education (CTE) Programming (Probation with San Diego County Office of Education (SDCOE)):

1. For several years, the JJC has recommended that East Mesa improve their CTE offerings and make them available to more youth. While East Mesa has added a building and plumbing program, the garden program is being administered by a Probation officer, and the Culinary Arts program is not yet up and running, and a dog handling program has been delayed. In addition, these programs appear to serve only a small number of youth. The idea is to have the youth be able to obtain certificates in CTE and to have these programs be available to large numbers of youth. Transferring this population to Kearny Mesa would likely result in more consistent and more available CTE programming.

RESPONSE B, viii:

The San Diego County Office of Education responds: SOAR East Mesa acknowledges the need for more CTE opportunities. Each year we have made improvements by increasing the number of programs that will enhance student engagement and meaningful learning experiences. Here is how we have improved:

The Horticulture program (referred as “Garden program” in recommendations) is taught by a certificated CTE instructor which offers two classes every day except Thursdays.

The Building and Maintenance CTE course continues to thrive offering two classes Monday – Friday. The course offers field trip experiences to local businesses with the intent to build a pathway for students to apply for internships.

The Culinary Program resumed in the fall of 2019. The sheriff’s department is no longer our food service provider, so the Culinary program was put on hold during the transition. We plan to resume Culinary in early January now that the new food service providers are in place. The class will be made up of small cohort of students that will rotate through the course earning “food handler’s” and “serve safe” certification. The intent will be for the students to help in food preparation daily once up and running fully.

Outside of CTE programs the school and probation have collaborated to bring other programs to the facility. We now have after school programs that include; CrossFit, Yoga, Ukulele lessons, and a running club. The programs are offered in the evenings each week and are voluntary for students to participate.

East Mesa has a robust college program. Students can enroll concurrently taking college coursework while finishing their requirements for high school diploma. Also, to be noted, we have a significant number of high school graduates at taking college courses. We currently have 20% of our EM population enrolled and taking a community college courses during the school day.

For clarification, JJC recommendations suggests transferring EM student population to Kearny Mesa would result in more available CTE programming. However, the Kearny Mesa program does **not** offer any CTE programming. This is due to the high transiency rate at Kearny Mesa. CTE offerings are only available for students that have been adjudicated and placed in the Urban Camp program which is located at Kearny Mesa site.

RECOMMENDATION B, ix:

The Juvenile Justice Commission recommends the Probation Department include STAT teams in review of Critical Incident Reports:

1. The JJC has recommended in the past that Probation include STAT team personnel in the review of Critical Incident Reports to obtain their input. Just as PERT teams now ride along with police department calls, or even handle the calls on their own, input from mental health professionals could result in fewer critical incidents.

RESPONSE B, ix:

The Probation Department is developing new policies and procedures concerning the review process for critical incidents. These will call for STAT clinicians to participate in reviews of all incidents in which force was used.

RECOMMENDATION B, x:

The Juvenile Justice Commission recommends the Probation Department evaluate programming:

1. For several years, the JJC has recommended that Probation evaluate the programming offered at East Mesa, especially the non-evidence based programming, and eliminate those programs that are duplicative or that do not provide verifiable benefits. We understand that Probation has begun evaluating its programming, but we are not aware of the scope of this project or its timeline. Programming that the JJC has recommended in the past includes:
 - a. Expand youth-led support programs that deal with peer conflict (in the past, a STAT team clinician ran groups in the YOU, Alpha and Bravo units;
 - b. Adopt the violence prevention program that was successful at Kearny; and
 - c. Have on-site youth mentors to ease the transition back to local communities (Probation was going to consult with Second Chance).

RESPONSE B, x:

1. The Probation Department has conducted Correctional Program Checklist evaluations of Youthful Offender Unit programming twice, with results showing good adherence to evidence-based practice for this population. Probation will add the Treatment Director as a back-up to the Contracting Officer's Representative for the YOU Second Chance contract and will work with the Health and Human Services Agency to include the Treatment Director as a resource for management of the Bridgeways San Diego Youth Services contract. This would improve coordination of services provided to youth by Second Chance and Bridgeways, including increased utilization of weekend programming to increase the dosage of EBP treatment that youth receive.

The Probation Department will also arrange a briefing regarding the Standardized Program Evaluation Protocol process which Dr. Twitchell and Dr. Nelson are co-chairing.

- a. The Probation Department agrees.
- b. The Probation Department is unsure which program the Commission is referring to.
- c. Mentoring has been added to available services and mentors from the Resilience Mentoring program are beginning to see youth in custody.

RECOMMENDATION B, xi:

The Juvenile Justice Commission recommends the Probation Department consider bringing back correctional counselors; the JJC made this recommendation in 2016 and 2017

RESPONSE B, xi:

EMJDF has had a correctional counselor in place since October 2018.

RECOMMENDATION B, xii:

The Juvenile Justice Commission recommends the Probation Department call youth by their first name and eliminate wall facing:

1. The JJC made this recommendation in 2017. Is this now part of Probation's policies, or is it still voluntary? Enough time has elapsed to ensure that the culture change has taken place, as long as there is adequate support from management.

RESPONSE B, xii:

All EMJDF staff will begin communicating with youth by their given first names, in alignment with best practices. Youth are not required to face the wall at EMJDF.

RECOMMENDATION B, xiii:

The Juvenile Justice Commission recommends the Probation Department improve food and the kitchen:

1. After many years of the JJC recommending that meals be prepared on site, as they were originally, this change has finally been made. We hope that a robust Culinary Arts CTE program is also in place.

RESPONSE B, xiii:

With the new food provider in place, SDCOE resumed Culinary Arts in early January. The classes are made up of small cohorts of students that will rotate through the course earning "food handler's" and "serve safe" certifications.

RECOMMENDATION B, xiv:

The Juvenile Justice Commission recommends the Probation Department improve field trips: Probation has stated that supervisory staff will be identifying and arranging for offsite field trips.

RESPONSE B, xiv:

EMJDF has continued to provide a variety of field trips and organized events throughout the 2019 calendar year. These events and outings have included theatrical plays, fine arts, sporting events, educational opportunities, half-marathons, and career events.

RECOMMENDATION B, xv:

The Juvenile Justice Commission recommends the Probation Department incorporate cable TVs in the day rooms: Probation reports that cable has been installed so that youth can watch sporting events, etc.

RESPONSE B, xv:

All units at EMJDF have been equipped with cable television in their day rooms since the facility opened.

RECOMMENDATION B, xvi:

The Juvenile Justice Commission recommends that Probation close East Mesa as part of the master plan to create the new Kearny Mesa campus on a set timetable, and to include considerations for appropriate staffing and staff training.

RESPONSE B, xvi:

Based on ongoing and anticipated needs for capacity, there are no plans to close EMJDF. The Department projects that the capacity at EMJDF will continue to be needed and will be particularly required while the new state of the art Urban Camp facility is constructed on the Juvenile Justice Campus at the Kearny Mesa site.

The Juvenile Justice Campus will include considerations for appropriate staffing and staff training to ensure the benefits of the smaller, home-like units and support facilities are fully realized.

RECOMMENDATIONS FOR BHS:

RECOMMENDATION C, i:

- c. Recommendations for BHS
 - i. Provide psychological services on Saturday
 - 1. For several years, the Commission has recommended that BHS add psychological services on Saturday, as incidents occur more frequently in the evenings and on weekends.

RESPONSE C, i:

Behavioral Health Services STAT team has been providing mental health services on Saturday to the youth at the East Mesa Juvenile Facility since July of 2019. For years, several STAT Clinicians' regular work schedule at East Mesa covered evening hours Monday through Friday until 7 pm at night and for the last year and a half a clinician has been there Monday through Friday until 9pm. Sundays were covered for the last 4 years until the clinician retired and hiring is currently underway for this position. In addition, the facility also has access to the on-call psychiatrist twenty-four hours a day/seven days a week.

RECOMMENDATION C, ii:

Ensure that mental health staffing is at least at the same level as Kearny; in 2016, the mental health staff ratio at EMJDF was 1:17 and at KMJDF it was 1:10

RESPONSE C, ii:

Behavior Health Services continuously reviews staffing schedules and FTE's assigned to each facility based on needs; adjustments are made as needed. The clinical needs of youth at East Mesa and Kearny Mesa Juvenile Detention Facilities are not equivalent, thus there are staffing differences between the two institutions. As KMJDF is the entry point for all youth booked into custody and the length of stay for youth at that facility is 18-21 days, there is a higher need for clinician availability to manage screening, assessment, crisis intervention and stabilization. All youth are screened upon entering the facility by both Probation and Wellpath staff for a history of mental health treatment services, psychotropic medication use, suicidal ideation, etc. This screening process often leads to a referral for assessment by STAT clinicians. Youth at EMJDF are all transferred from KMJDF. While continued screening for mental health issues is completed after transfer, most of the historical risk factors prompting STAT assessment are identified upon initial entry to the detention facilities and youth for whom clinical services are indicated have already been connected to care. Finally, the average length of stay for youth at EM ranges from 35 days for general population to 7 months for YOU youth. As this population of youth is less transient, the clinical services indicated tend to be ongoing care, as opposed to the initial phase of assessment and treatment typically offered at KMJDF which is inherently more time intensive. For these reasons, the staffing ratios required at KMJDF are higher than is clinically indicated at EMJDF. A point in time review of youth in custody at East Mesa show that 80% of the youth were being seen by the STAT team. The current staffing at EMJDF meets the clinical needs of youth at that facility.

RECOMMENDATION C, iii:

Closely monitor youth on psychotropic drugs: The percentage of youth at East Mesa on psychotropic drugs in 2018 is 34%. In 2017, the percentage was 29% and in 2013, the percentage was 27%. What accounts for this increase, and how closely is BHS monitoring this situation?

RESPONSE C, iii:

Youth are referred for psychiatry services when they enter the detention facilities and are reported to be prescribed psychotropic medications in the community. At any point during their stay, they can be referred to psychiatry for additional assessment and treatment services. Evaluation by psychiatry does not necessarily lead to a prescription for psychotropic medication. Recent studies have consistently demonstrated that 60-75% of all youth with juvenile justice system involvement have a diagnosable mental health disorder (Bonham, 2006). There has been a marked decrease in the number of youths detained, which is a positive outcome of recent reforms. However, it is noted that there is a resultant increase in mental health acuity of the cohort of youth that is detained. Recognizing these realities, the STAT Team and partners have worked to try to mitigate these risks and facilitate positive outcomes. Use of psychotropic medication is only one component of comprehensive treatment services which include ongoing individual, group and family therapy.

All STAT-Team psychiatrists are Board Certified or Board Eligible Child and Adolescent Psychiatrists who have received at least 5 years post-graduate training in psychiatry and child psychiatry. There is also a full-time Board-Certified Supervising Child and Adolescent

Psychiatrist. Psychiatry services are regularly peer-reviewed (consistent with practices in the Behavioral Health Services System of Care). Medication monitoring is reviewed in concordance with the California Guidelines for Use of Psychotropic Medication with Children and Youth in Foster Care, a document disseminated by the Department of Health Care Services and California Department of Social Services.

While the percentage of youth prescribed psychotropic medications has increased in recent years, it is difficult to discern whether this is due to an increase in acuity of the population, youth entering the detention facilities prescribed psychotropic medication at higher rates, or due to additional factors. Regardless, youth in the detention facilities have access to high-quality, carefully monitored psychiatric care.

RECOMMENDATION C, iv:

Ensure that all youth can participate in group therapy.

RESPONSE C, iv:

BHS is available for consultation and collaboration to Probation as programming is developed in the institutions. Programming within the institutions, which includes the types of programming is authorized by Probation. BHS STAT team is always collaborating with Probation. Some examples of this collaboration include development of suicide prevention policies and procedures, coordination of clinical support for the Trauma Responsive Unit, and provision of services for youth in and out of custody through the BHS Bridgeways contract. For individual youth, the STAT-Team, in conjunction with Probation, have regularly scheduled Multi-Disciplinary Team meetings which identify the mental health needs of the youth in detention and are a conduit for making recommendations regarding what programming may be appropriate for a given youth.

BHS monitors/evaluates their contracted providers (SDYS – BridgeWays program) as well as the services provided by our STAT program to ensure contract obligations and standards of care are met. This is done through Quarterly Status Reports, annual site visits, annual medical record reviews and monthly/weekly meetings with program manager. At East Mesa, BridgeWays currently is contracted to provide 20 psychoeducational groups a week. At this time, based on the amount of services Probation has at the facilities, 10 groups a week are being utilized.

Thank you for this opportunity to respond to the Juvenile Justice Commission 2019 Facility Inspection Report for East Mesa Juvenile Detention Facility.

Very respectfully,

ADOLFO GONZALES
CHIEF PROBATION OFFICER
SAN DIEGO COUNTY PROBATION DEPARTMENT

CC: Ruben Leyva, Assistant Chief Probation Officer
Scott Huizar, Executive Deputy Chief; Youth Development and Community Support Services
Alejandro Zermeno, Deputy Chief; Institutional Services
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AG:ms