

June 7, 2002

Honorable Judge Rodney Melville, Presiding Judge
Santa Barbara County Superior Court
312-C East Cook Street
Santa Maria, California 93456-5369

Grand Jury Foreperson
1100 Anacapa Street
Santa Barbara, California 93101

**Board of Supervisor's Response to the 2001-02 Grand Jury Report on:
*"Criminal Justice Detention Facilities"***

Dear Judge Melville and Grand Jury Members:

During its regular meeting of June 4, 2002, the Board of Supervisors adopted the following responses as their responses to the findings and recommendations in the 2001-02 Grand Jury's report on "Criminal Justice Detention Facilities" to which the Board is required to respond. These responses are aligned with those provided by the Sheriff, the District Attorney, and the Probation, Public Works, and Alcohol Drug and Mental Health Services Departments.

Main Jail

Finding 1: Visitors are not routinely screened for weapons.

Response to Finding 1: The Board adopted the Sheriff's Department response as its response.

The Sheriff's Department disagrees with the finding. The Main Jail currently uses portable metal detection devices on visitors when there is reasonable suspicion that weapons may be concealed.

Recommendation 1: The Sheriff's Department should install metal detectors to screen persons visiting inmates.

Response to Recommendation 1: The Board adopted the Sheriff's Department responses as its response.

The Sheriff's Department will not implement this recommendation because it is duplicative.

The Sheriff's Department agrees that weapons within the jail facility pose a threat to the safety of staff and/or inmates. The Department has portable metal detection devices that have been, and will continue to be used on visitors given reasonable suspicion that weapons may be concealed upon their person. Inmates are separated by glass or other barriers at all times from the public during visitation. A fixed metal detection system used upon all visitors to the jail would be unreasonable due to the system and space requirements of such a system within the jail facility.

Women's Honor Farm

Finding 4: The roof leaks.

Response to Finding 4: The Grand Jury did not require a response from the Board of Supervisors. However, a response is included as this involves a budgetary or personnel matter. The Board adopted the Sheriff's Department responses as its response.

The Sheriff's Department agrees with the finding.

Recommendation 4: Fix the leaks and repair shower ceiling.

Response to Recommendation 4: The Grand Jury did not require a response from the Board of Supervisors. However, a response is included as this involves a budgetary or personnel matter. The Board adopted the Sheriff's Department responses as its response.

The Sheriff's Department agrees with the recommendation.

The roof to the Female Unit Latrine is in need of replacement. Although this is a General Services issue, the Sheriff's Department will be completing the necessary repairs to the roof. Currently we are completing the planning and design phase. We will begin with construction of a new roof and removal of the old roof within the next thirty days with construction to be completed by the end of May this year.

Finding 5: Overcrowding in the jail continues to be an issue.

Response to Finding 5: The Board adopted the Sheriff's Department responses as its response.

The Sheriff's Department agrees with the finding.

Recommendation 5: The Board of Supervisors should continue to look for solutions to the overcrowding of the Main Jail.

Response to Recommendation 5: The Board adopted the Sheriff's Department responses as its response.

The Sheriff Department agrees with this recommendation.

The Sheriff's Department will continue to identify potential sites in the North County for land acquisition for a north county jail. Additionally, the Sheriff's Department will continue to utilize alternative programs within Custody Operations to reduce the overall number of inmates incarcerated in the facility.

Isla Vista Foot Patrol

Finding 7: The existing street lights are too dim.

Response to Finding 7: The Board adopted the Public Works Department's responses as its response.

The Public Works Department agrees with the finding.

Recommendation 7: Brighter bulbs would enhance the safety of the students and officers.

Response to Recommendation 8: The Board adopted the Public Works Department's responses as its response.

The recommendation has not yet been fully implemented. There are currently 258 street lights in Isla Vista of which many have been replaced within the past year with 100 watt bulbs. There are 54 remaining street lights that still require bulb replacement to 100 watts. Southern California Edison plans to complete the bulb replacement program within the year.

Finding 8: Because of excessive alcohol consumption by students, the Sheriff's Department is transporting many of the students to the Main Jail for sobering up.

Response to Finding 8: The Board adopted the Sheriff's Department responses as its response.

We partially disagree with this finding. We agree that the Isla Vista Foot Patrol transports to the Main Jail many individuals, including students, who are publicly intoxicated to the point where they can no longer care for their safety and the safety of others, and that there is no sobering center located in Isla Vista. We disagree with the finding that the individuals are transported to the jail for "sobering up". This is not the sole purpose for these transports and bookings. Individuals who are taken to the main jail for public intoxication have committed a crime (misdemeanor) for which they are booked into jail and for which the District Attorney usually charges them. Although the jail provides a safe and supervised location for intoxicated individuals to become sober, it also provides a valuable deterrent against future criminal conduct.

Recommendation 8: The County should provide a sobering center in Isla Vista.

Response to Recommendation 8: The Board adopted the Sheriff's Department responses as its response.

The recommendation will not be implemented because it is not reasonable at this time. This same recommendation was made by the 2000-2001 Grand Jury, and as a result, the Sheriff's Department studied the feasibility of a sobering center in Isla Vista. The following is a summary of this study.

Sobering centers are allowable in California under 647(g) of the California Penal Code. This section allows Peace Officers to place an individual who has violated 647(f) P.C. (Public Intoxication) in "civil protective custody" at a facility designated for the 72-hour treatment and evaluation of inebriates. No person who has been placed in civil protective custody shall thereafter be subject to any criminal prosecution or juvenile court proceeding for the public intoxication. The law does not allow the use of civil protective custody for anyone who is under the influence of any drug, anyone who has committed any felony or misdemeanor in addition to 647(f) P.C., or any person who a peace officer in good faith believes will attempt escape or will be unreasonably difficult for medical personnel to control. If an individual is detained and brought to a Sobering Center for Public Intoxication only, they cannot be charged with the crime.

The sobering centers are not secured facilities, and individuals who walk away from a sobering center must be re-apprehended and arrested. Sobering center employees normally do not have medical training beyond basic first aid and CPR, they are not armed, and they are not prepared, nor expected to physically restrain someone who becomes combative or out of control.

At the existing eight bed Sobering Center in the City of Santa Barbara, approximately one third of the clients are DUI offenders and two thirds are admitted to the Center for Public Intoxication. Approximately forty percent of the clients are between the ages of 18 and 25 (college-age). College-age individuals cause the greatest problems at the Center, including being verbally abusive and/or combative. In some instances friends of a client have arrived to "liberate" their drunken comrade from the Center. In these cases, the Center staff calls the Police but do not take any steps to stop the behavior.

The Santa Barbara Sobering Center costs \$150,000 per year to operate, although the Center pays an extraordinarily low rent of \$600.00 per month, which would be almost impossible to find today.

The Isla Vista community is quite different, both geographically and demographically, from Santa Barbara City. The nightclubs in Santa Barbara are located in the business district of the City, mostly along State Street in a fairly compact area. Sobering Center clients who walk away from the Center are usually easily located walking from the Center back toward State Street. Isla Vista is mainly a residential community, consisting of extremely dense housing, and almost all of the alcohol-related problems and arrests occur at private parties. An individual who walks away from a Sobering Center in Isla Vista would be much harder to re-locate since they can quickly disappear into the dense crowds, open parties, apartment complexes and alleys.

The demographics of those arrested in Isla Vista for Public Intoxication and DUI also differ from Santa Barbara City. In Isla Vista, almost all of the individuals arrested are between 18 and 25 years old, and in Year 2000, 90% of the alcohol-related arrests were for Public Intoxication. Generally, individuals arrested for Public Intoxication are more severely intoxicated than those arrested for DUI.

In order to be useful, a sobering center in Isla Vista would need to hold significantly more beds at peak weekend nights, and at least two employees would be needed for safety reasons alone.

There is a severe shortage of both housing and commercial space in Isla Vista and it is very doubtful that a low rent arrangement could be secured in this area. Unlike the Santa Barbara Police Department, the Sheriff's Department does not pay booking fees for our arrests, so adding a sobering center would not result in a cost savings of booking fees.

In addition to concerns regarding the costs associated with a sobering center in Isla Vista, we believe a sobering center would not be a reasonable alternative for Isla Vista for the following reasons. Foot Patrol has experienced incidents where individuals have attempted to forcibly remove their friends from the Deputies' custody, resulting in physical altercations and more arrests. This sort of behavior at a sobering center staffed by civilian employees could create a significant risk to the employees and a greater law enforcement problem than if the intoxicated individual had been taken to the County Jail.

The fact that sobering centers are non-secure facilities poses a second concern for the Isla Vista community, where we view intoxicated individuals not only as law violators but also as potential victims. Although being booked in jail for public intoxication is a significantly unpleasant experience, at least the arrestee's safety and care are assured. Tragedies occur every year in Isla Vista where intoxicated students fall off the cliffs, are assaulted, suffer alcohol-related poisoning or asphyxiation, or suffer other accidents. Placing an intoxicated individual in a non-secure environment where they can walk away or be taken away by friends exposes them a second time to these types of accidents and victimizations.

A third concern is that individuals placed in a sobering center for public intoxication cannot, by law, be charged with the offense. This posture is contrary to several other efforts we have made in Isla Vista to try to bring the serious alcohol abuse problem under control. We have worked closely with the District Attorney to encourage them to file criminal charges for public intoxication in order to deter future violations. We have implemented zero-tolerance policies and increased enforcement efforts in order to make Isla Vista a safer place, since we know there is a direct and strong correlation between alcohol intoxication and violent crimes, including sexual assault. We have provided education, supported alcohol-free alternative events, and conducted outreach to promote a safer environment. But most importantly, we have stressed to the students that they must take responsibility for their own actions, including any legal consequences for their behavior. A sobering center in Isla Vista would remove both the consequence of criminal charges, as well as the deterrent effect of an evening in jail, and word of this leniency would quickly spread throughout the community.

Currently, on Friday and Saturday nights in the Fall, we mitigate the transportation problem in Isla Vista by utilizing Jail Transportation vans staffed by Corrections Officers, who field book and transport those arrested to County Jail. This system is very effective in keeping the Isla Vista Deputies and Officers in the field, and not busy transporting to jail. In 2001, we spent a total of \$33,137 for overtime for this transportation function during both the Fall Education and Orientation period and Halloween enforcement. Even with a sobering center in Isla Vista on these nights, transportation vans would still be needed since the number of arrests would likely exceed the capacity of any reasonably sized sobering center. Since we do not pay booking fees, the cost offset of a sobering center is greatly reduced. We already effectively mitigate the booking time issue by employing the jail transportation vans and crews during the busiest weekends. We believe the overall costs of a sobering center would far exceed the current costs for transportation.

Finding 9: Isla Vista is prone to excessive student generated littering during the academic year.

Response to Finding 9: The Board adopted the Sheriff’s Department responses as its response.

We agree with this finding.

Recommendation 9(a): The County and the University need more coordination to share in the responsibility and manpower to clean up the streets after holiday celebrations and at the end of the academic year.

Response to Recommendation 9(a): The Board adopted the Sheriff’s Department responses as its response.

The recommendation has been implemented prior to the Grand Jury report. The Isla Vista Recreation and Park District (IVR&P), in conjunction with UCSB, coordinate street litter pick-up using student volunteers year round. The County Roads Department, in coordination with IVR&P, contracts for road-sweeping services in Isla Vista twice per week, an effort which is hampered by the large volume of cars parked on the streets. The County and UCSB also coordinate discarded furniture pick-ups and donations.

The Sheriff’s Department SWAP Program (Sheriff’s Work Alternative Program) assigns eligible individuals sentenced for non-violent crimes to community clean-up activities throughout the county as an alternative to time in County Jail. Isla Vista is one of 22 SWAP sites in the South County and Isla Vista Recreation and Park District employees supervise the SWAP workers in their litter clean-up duties.

The County, the University, and the Isla Vista Recreation and Park District enjoy excellent cooperation and collaboration and will continue to work together to find workable solutions to the litter problem in Isla Vista.

Aviation Bureau, Santa Ynez Airport

Finding 13: There is a need for a larger and better-equipped helicopter.

Response to Finding 13: The Board adopted the Sheriff’s Department responses as its response.

The Sheriff’s Department agrees with this finding.

Recommendation 13: Replace one helicopter with a larger, stretcher capable, and hoist compatible helicopter, capable of over-the-water flight.

Response to Recommendation 13: The Board adopted the Sheriff’s Department responses as its response.

The recommendation has not yet been implemented. The helicopter to meet these needs has been identified, and will cost approximately four million dollars. There is insufficient funding for this project at this time. A fund raising effort, known as Project: Rescue Flight

(www.rescueflight.org), has been commissioned to raise some or all of the needed funds. It is believed that the fund raising effort will take at least one year to meet the required goals.

Finding 14: There are limited refueling stations for the helicopters operating in certain areas of the County.

Response to Finding 14: The Board adopted the Sheriff’s Department responses as its response.

The Sheriff’s Department agrees with this finding.

Recommendation 14: Provide refueling capability at the Cuyama Airport.

Response to Recommendation 14: The Board adopted the Sheriff’s Department responses as its response.

This recommendation will be implemented during the next fiscal year. Permission has been obtained from the Cuyama Airport to place a portable 300 gallon fuel tank at the airport. The Sheriff’s Department will install a chain link fence around the tank to protect it from tampering.

Finding 15: The helicopter hanger is located at the opposite end of the airport from the take off and landing pad.

Response to Finding 15: The Grand Jury did not require a response from the Board of Supervisors. However, a response is included as this involves a budgetary or personnel matter. The Board adopted the Sheriff’s Department responses as its response.

The Sheriff’s Department agrees with the finding.

Recommendation 15: Investigate alternative locations at the Santa Ynez airport for faster deployment of helicopters.

The Grand Jury did not require a response from the Board of Supervisors. However, a response is included as this involves a budgetary or personnel matter. The Board of Supervisors response incorporates the essence of the Sheriff’s Department’s response.

Response to Recommendation 15:

This recommendation has been implemented. Helicopters are required to take off and land at the East end of the airport. There are currently no hangars in this location. However, the Santa Ynez Airport Authority and the County are currently discussing the feasibility of converting County owned land at the east end of the runway to hangar facilities. The Sheriff’s Department supports the efforts to build these hangars, but until they are built there are no other locations available at the airport to house the Sheriff’s fleet.

Santa Barbara Juvenile Hall

FINDING 19: There is a Registered Nurse on duty at the Santa Barbara Juvenile Hall (SBJH) only on the day shift, Monday through Friday.

Response to Finding 19: The Board adopted the Probation Department’s responses as its response.

We agree with the finding that there is a Registered Nurse on duty at the SBJH on the day shift, Monday through Friday.

RECOMMENDATION 19: Have a Registered Nurse on site Saturday and Sunday.

Response to Recommendation 19: The Board adopted the Probation Department’s responses as its response.

The recommendation will not be implemented at this time based on the following information:

Ideally, the SBJH would have nursing coverage seven days a week. However, the current level of medical services at the SBJH meet California Board of Corrections Title 15 Minimum Standards for Juvenile Facilities. Additionally, the SBJH meets the high standards required for accreditation by the Institute for Medical Quality. The Public Health Department has a physician on call after hours and on weekends seven days a week to provide telephone consultation as well as a mobile private physician available for on-site medical treatment. An ongoing review of records for all minors taken to the Emergency Room indicates that most of these visits would have been necessary regardless of whether or not additional weekend nursing hours were added.

The Public Health Department recently hired a new Clinic Manager, who also has responsibility for oversight of medical services delivered within the Probation Institutions. A primary assignment for her will be to fully analyze the anticipated additional staffing that will be needed with the expansion of the Santa Maria Juvenile Hall (SMJH).

FINDING 20: Unit II has ten dry rooms (no sink or toilet within the room) and nine wet rooms. With only two staff members on duty, while one accompanies a dry room detainee to a toilet facility, there is a shortage of staff to oversee the other detainees.

Response to Finding 20: The Board adopted the Probation Department’s responses as its response.

The respondent disagrees partially with the finding as Unit II has eleven wet rooms and nine dry rooms.

RECOMMENDATION 20: The Probation Department should seek funds to convert these ten dry rooms to wet rooms.

Response to Recommendation 20: The Board adopted the Probation Department’s responses as its response.

The recommendation will not be implemented pending the development of a financing plan.

The Probation Department's Grant application to the California Board of Corrections in February of 2001 to renovate and reconstruct much of the SBJH was not funded. Only those projects that added a significant number of beds were funded. The Probation Department did receive funding from the California Board of Corrections to expand the SMJH by ninety beds. Construction will begin in August of 2002. The increased capacity of the SMJH should reduce the need for using SBJH dry rooms. The installation of toilets and wash basins in dry rooms in both Units II and III at the SBJH is also included in the proposed remodel of the SBJH, which is included in the County's Capital Improvement Plan. It has not been funded as of this date. The Probation Department will continue to investigate alternative funding sources for this project.

FINDING 21: Some textbooks at the SBJH are out-dated.

Response to Finding 21: The Board adopted the Probation Department's responses as its response.

The respondent agrees with the finding.

RECOMMENDATION 21: Update the textbooks, especially the History and Social Studies books to a more current volume.

Response to Recommendation 21: The Board adopted the Probation Department's responses as its response.

According to William Cirone, County Education Office Superintendent, "The recommendation has not yet been implemented, but will be implemented by September 1, 2002. The Santa Barbara Juvenile Hall must update its textbooks. Although the History/Social Studies textbook adoption runs on a multi-year cycle, the books do need updating, and the Instructional Materials Fund for State-Adopted Textbooks will be used to do so. The Math textbook is new, and the English/Language Arts book is being purchased this spring."

Santa Maria Juvenile Hall

FINDING 22: There is a Registered Nurse on duty at the Santa Maria Juvenile Hall (SMJH) only on day shift, Monday through Friday.

Response to Finding 22: The Board adopted the Probation Department's responses as its response.

The respondent agrees with the finding.

RECOMMENDATION 22: Increase the time when a Registered Nurse is available.

Response to Recommendation 22: The Board adopted the Probation Department's responses as its response.

The recommendation will not be implemented at this time based on the following information:

Ideally, the SMJH would have nursing coverage seven days a week. However, the current level of medical services at the SMJH meet California Board of Corrections Title 15 Minimum Standards for Juvenile facilities. Additionally, the SMJH meets the high standards required for accreditation by the Institute for Medical Quality. The Public Health Department has a physician on call after hours and on weekends seven days a week to provide telephone consultation. An ongoing review of records for all minors taken to the Emergency Room indicates that most of these visits would have been necessary regardless of whether or not additional weekend nursing hours were added.

The Public Health Department recently hired a new Clinic Manager, who also has responsibility for oversight of medical services delivered within the Probation Institutions. A primary assignment for her will be to fully analyze the anticipated additional staffing that will be needed with the expansion of the SMJH.

***FINDING 23:** Juveniles are transported to the Mental Health facility in restraints for treatment due to the lack of an adequate treatment facility on site.*

Response to Finding 23: The Board adopted the Alcohol Drug and Mental Health Services' and the Probation Department's responses as its response.

The respondent disagrees partially with the finding. The present practice is that Alcohol, Drug, and Mental Health Services (ADMHS) staff will assess, counsel, and treat detained minors at the SMJH. The following data shows that the number of minors who were transported from the SMJH to the ADMHS Clinics in either Santa Maria or Lompoc has decreased.

- ❑ October 2001 – 10 minors
- ❑ November 2001 – 7 minors
- ❑ December 2001 – 6 minors
- ❑ January 2002 – 5 minors
- ❑ February 2002 – none
- ❑ March 2002 – 1 minor

***RECOMMENDATION 23:** The Probation Department should provide a quiet, segregated room on site to conduct counseling sessions.*

Response to Recommendation 23: The Board adopted the Alcohol Drug and Mental Health Services' and the Probation Department's responses as its response.

The recommendation has been implemented.

The Probation Department has made available at the SMJH one of the on-site modular buildings for ADMHS staff to conduct assessments, counseling, and treatment. The modular is large enough for family counseling whenever the need arises. ADMHS can also meet minors in one of the interview rooms in the office or in the main classroom whenever it is not in use. ADMHS staff also utilizes a small assigned office to conduct routine office work and communications.

The SMJH Expansion Project will be completed in 2004. Two new offices have been identified in this expansion for ADMHS staff to do assessment, counseling, and treatment. Also, one

individual counseling room has been included in each of the three new living units for counseling purposes.

FINDING 24: There are no padded cells on site to hold juveniles found to be a danger to themselves.

Response to Finding 24: The Board adopted the Probation Department’s responses as its response.

The respondent agrees with the finding.

RECOMMENDATION 24: The Probation Department should provide a padded cell.

Response to Recommendation 24: The Board adopted the Probation Department’s responses as its response.

The recommendation will not be implemented because of a more effective alternative explained below.

The Probation Department recently purchased two safety chairs, one for the Santa Maria Juvenile Hall and one for the Santa Barbara Juvenile Hall after considerable discussion and study and after comparing their use with a “padded cell” or safety room. The safety chairs will allow staff to temporarily restrain minors who are seriously ‘acting out’ by hurting themselves or others. Minors restrained in the safety chairs will be directly observed by Probation Department staff and will have the required medical and mental health reviews. These safety chairs are mobile and can be moved to the living unit where the problem is occurring. This will eliminate the need to transport the ‘acting out’ minor from one living unit to the other as is the case when a “padded cell”, or safety room is only available in a particular living unit. We were encouraged by the representative from the California Board of Corrections to consider the safety chairs as an option to a padded safety room. Procedures are presently being developed regarding the use of the safety chairs in the facilities.

Tri-Counties Boot Camp

FINDING 25: There is a lack of aftercare when boys are released from Tri-Counties Boot Camp (TCBC).

Response to Finding 25: The Board adopted the Probation Department’s responses as its response.

The respondent disagrees with this finding.

Minors committed to the TCBC from Santa Barbara County have an aftercare Juvenile Institutions Officer (JIO) immediately assigned to their cases. Aftercare planning is an ongoing process during a ward’s participation in the Camp programs. Aftercare JIO’s are geographically assigned to ensure consistency, support of the ward and family with appropriate service referrals, and to reinforce the effectiveness of the Probation Department’s neighborhood supervision

strategy. Aftercare JIO's spend time each week in the Camp setting for aftercare planning and pre-graduation support services, and in the community actively supervising and supporting Camp graduates. In addition, Probation Department-sponsored multi-family group sessions are provided in the community, as are Camp aftercare peer/family groups. Aside from the services of the aftercare JIO's, each minor is assigned to a Deputy Probation Officer (DPO) for case planning and neighborhood supervision. The aftercare JIO assigned to each geographic region supports a number of DPO's in providing intensive aftercare supervision by which milestones are developed for each minor to assist in their long term, successful reintegration into their family and community. Although resources are limited, with creativity and a strong team approach between our Institutions and Field Service Divisions, effective aftercare services are provided to our Camp graduates.

RECOMMENDATION 25: The Probation Department should hire more JIO's to provide aftercare.

Response to Recommendation 25: The Board adopted the Probation Department's responses as its response.

This recommendation will not be implemented.

Although enhanced aftercare services are a Department priority, projected Probation Department budget and position reductions for fiscal year '02-'03 preclude such a program expansion with available financing. However, existing aftercare services have been assured in the next fiscal year. In addition, modifications in the allocation of Juvenile Justice Crime Prevention Act (J.J.C.P.A.) funds include the elimination of the aftercare transition school in Santa Maria, which will free up an aftercare JIO for planning and direct supervision services in the community. This direct service orientation has proven successful in both the South County and the Lompoc/Santa Ynez Valley regions and will be a notable aftercare enhancement for the Santa Maria area. The Probation Department will continue to explore creative, efficient, and effective aftercare service options within our existing resources as we concur with the therapeutic need for this support to our wards.

Los Prietos Boys Camp

FINDING 26: There is a lack of aftercare when boys are released from Los Prietos Boys' Camp (LPBC).

Response to Finding 26: The Board adopted the Probation Department's responses as its response.

We disagree with this finding.

Minors committed to the LPBC from Santa Barbara County have an aftercare Juvenile Institutions Officer (JIO) immediately assigned to their cases. Aftercare planning is an ongoing process during a ward's participation in the Camp programs. Aftercare JIO's are geographically assigned to ensure consistency, support of the ward and family with appropriate service referrals, and to reinforce the effectiveness of the Probation Department's neighborhood supervision

strategy. Aftercare JIO's spend time each week in the Camp setting for aftercare planning and pre-graduation support services, and in the community actively supervising and supporting Camp graduates. In addition, Probation Department-sponsored multi-family group sessions are provided in the community, as are Camp aftercare peer/family groups. Aside from the services of the aftercare JIO's, each minor is assigned to a Deputy Probation Officer (DPO) for case planning and neighborhood supervision. The aftercare JIO assigned to each geographic region supports a number of DPO's in providing intensive aftercare supervision by which milestones are developed for each minor to assist in their long term, successful reintegration into their family and community. Although resources are limited, with creativity and a strong team approach between our Institutions and Field Service Divisions, effective aftercare services are provided to our Camp graduates.

RECOMMENDATION 26: The Probation Department should provide follow-up care for the boys after their participation in the Camp.

Response to Recommendation 26: The Board adopted the Probation Department's responses as its response.

This Recommendation and Recommendation 25 have previously been implemented, as outlined in the Responses to Findings 25 and 26. Although limited by fiscal constraints, the Probation Department does provide meaningful aftercare services to Camp graduates.

The Board of Supervisors thanks the Grand Jury for its report and thanks you, Judge Melville, for your oversight of the grand jury process.

Sincerely,

Gail Marshall
Chair, Board of Supervisors