



Juvenile Probation Commission Retreat



Commissioners:

LaVonda Baldwin
Margaret Brodtkin, *President*
Cedric Jackson
Johanna Lacoce

Allison Magee
Elijah Mercer
Manuel Rodriguez

March 27, 2026
9:00 am – 4:00 pm



Retreat Objectives

- Celebrate JPD's and JPC's achievements and showcase progress on strategic priorities
- Revisit JPC's role, its goals and priorities, and how it can be more effective with new goals and/or priorities
- Discuss strategies to increase community participation and improve public engagement
- Foster collaboration and sharing among commissioners

Agenda

- 1** Retreat Welcome, Introductions, and Opening
- 2** Department Achievements & Focus for the Year Ahead:
Presentation by Chief Miller and Discussion
- 3** Commission Role Overview:
Presentation by Controller's Office and Discussion
- 4** Commission Goals, Accomplishments, & Future Priorities:
Presentation by Commissioner Rodriguez
- 5** Lunch
- 6** Commission Community Engagement:
Presentation by Juvenile Justice Providers Association and Discussion
- 7** Commission Advocacy:
Presentation by Controller's Office and Discussion
- 8** Consent Calendar: KJowerConsulting Inc., Dr. Norbert Ralph



Retreat Ground Rules

- Be present
- Defer judgement
- Step up, step back
- Stay on topic and stay on time
- Close decisions and identify action items



Warm-Up Activity

- What is your name and current role/occupation?
- What is your favorite thing about Spring?
- What motivates you about youth justice issues?

Public Comment:

Items Not on the Agenda

1

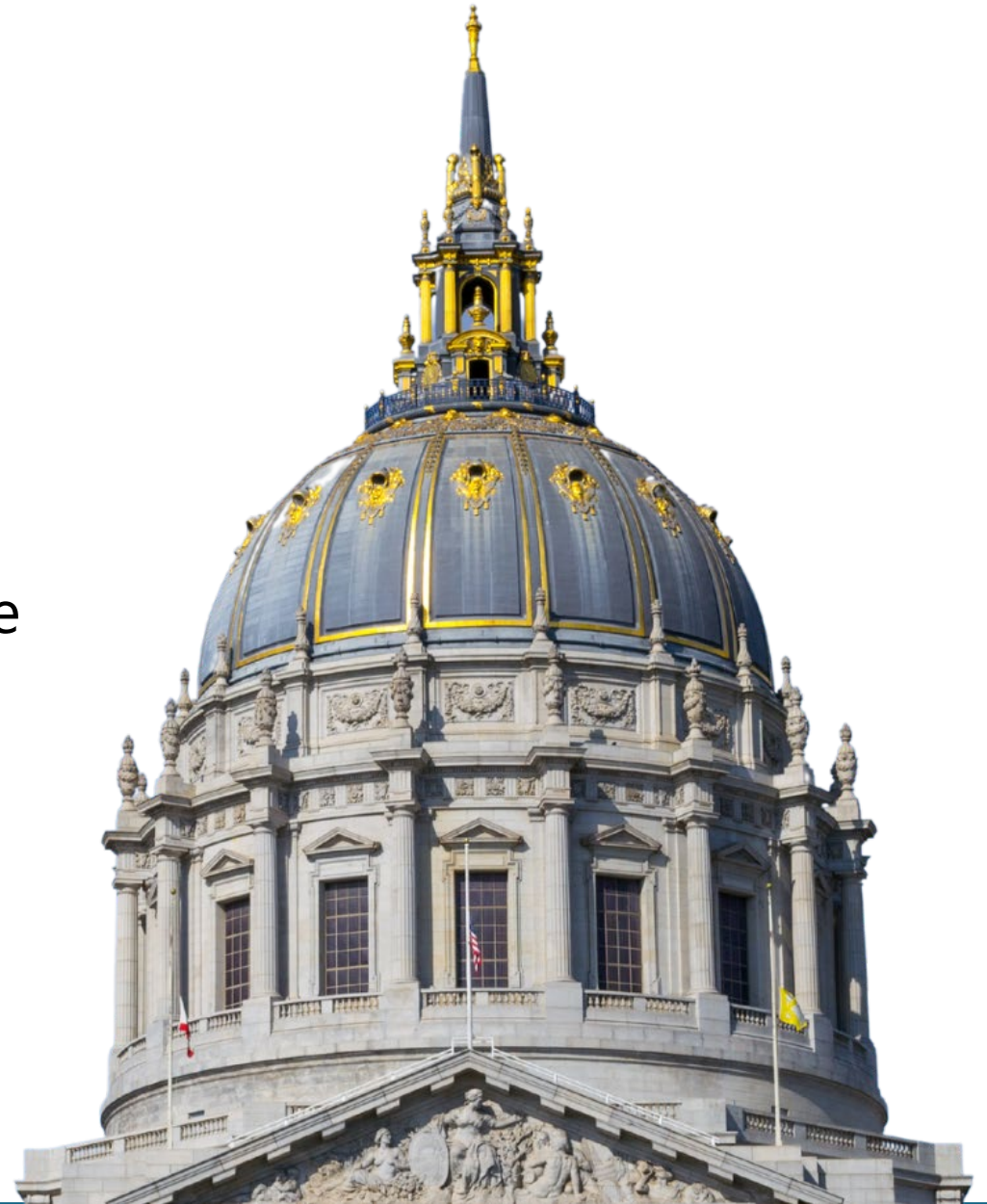
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Each person will have five minutes max per person.



Department Achievements & Vision for the Future



Katherine Miller, Chief, JPD



Department Achievements and Vision for the Future

CHIEF KATHERINE W. MILLER

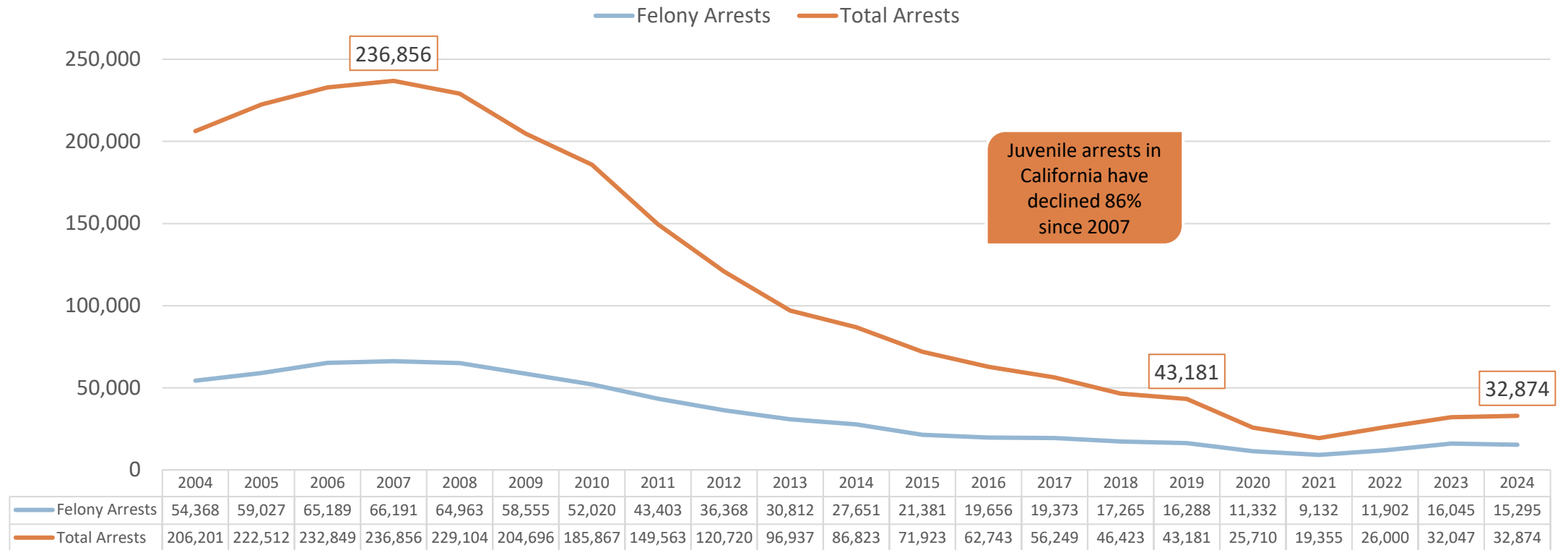
SAN FRANCISCO JUVENILE PROBATION COMMISSION RETREAT

MARCH 27, 2026

Juvenile Justice Trends

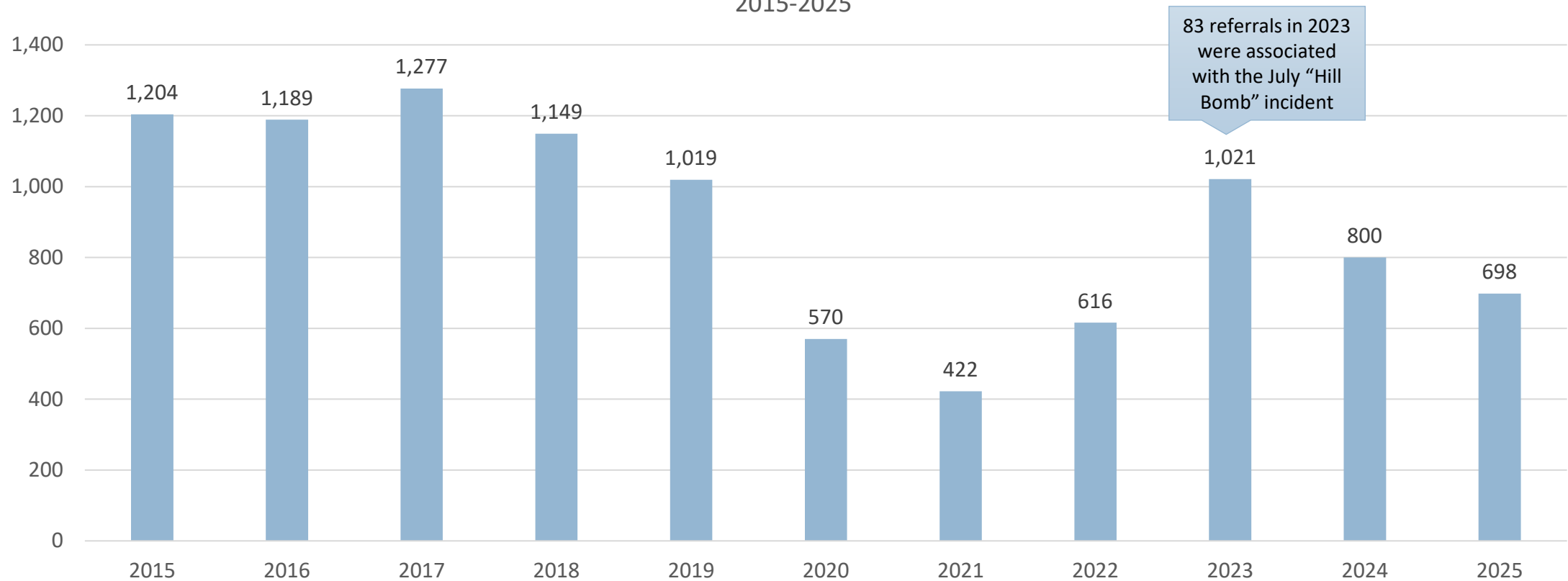
California Juvenile Arrests Over Time

California Juvenile Felony Arrests & All Arrests 2004-2024
 Source: Juvenile Justice in California, California Department of Justice



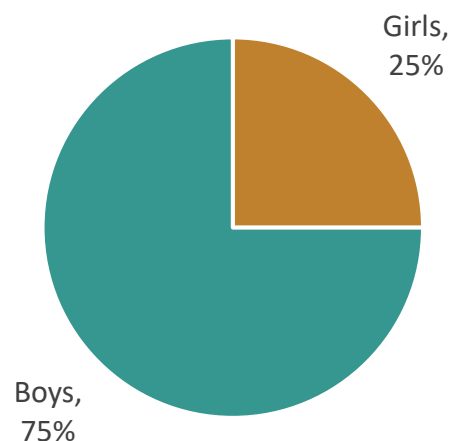
Referrals

Referrals to San Francisco Juvenile Probation (Juvenile Arrests)
2015-2025

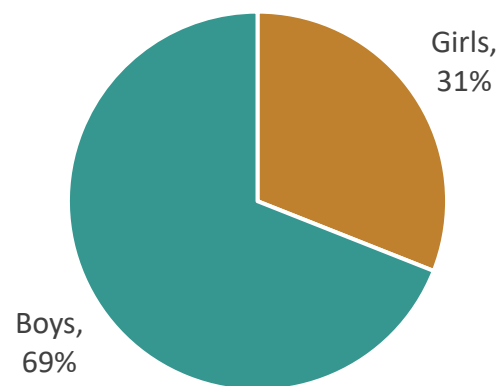


Referrals by Gender and Race/Ethnicity

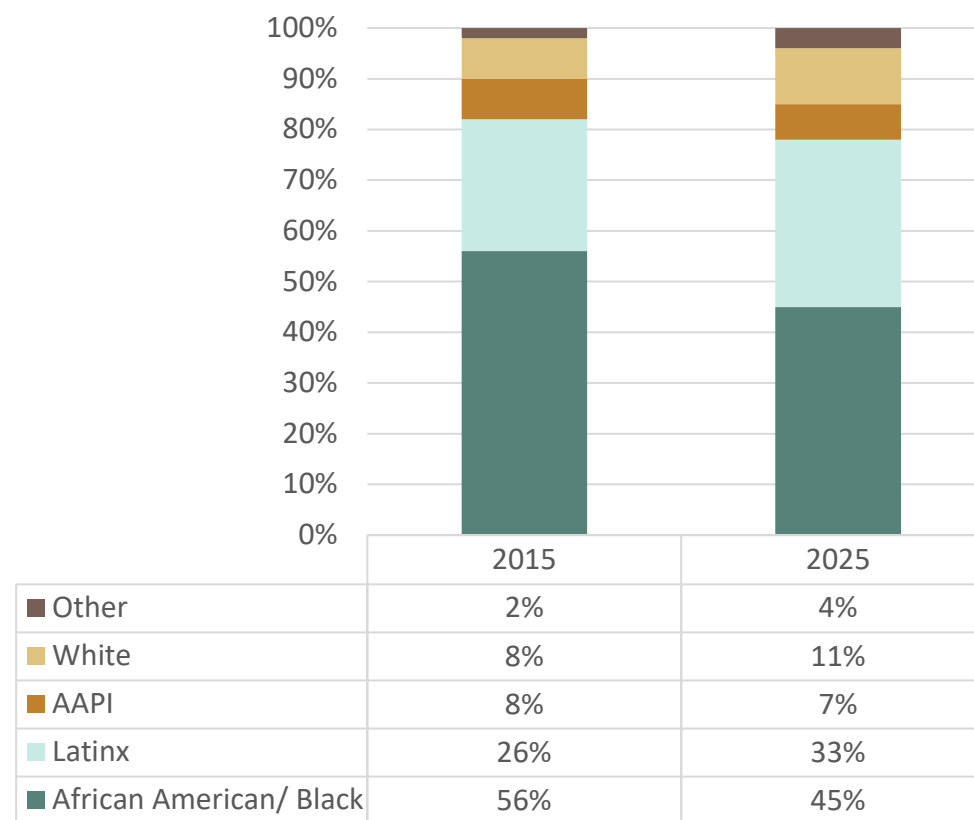
Referrals by Gender 2015



Referrals by Gender 2025

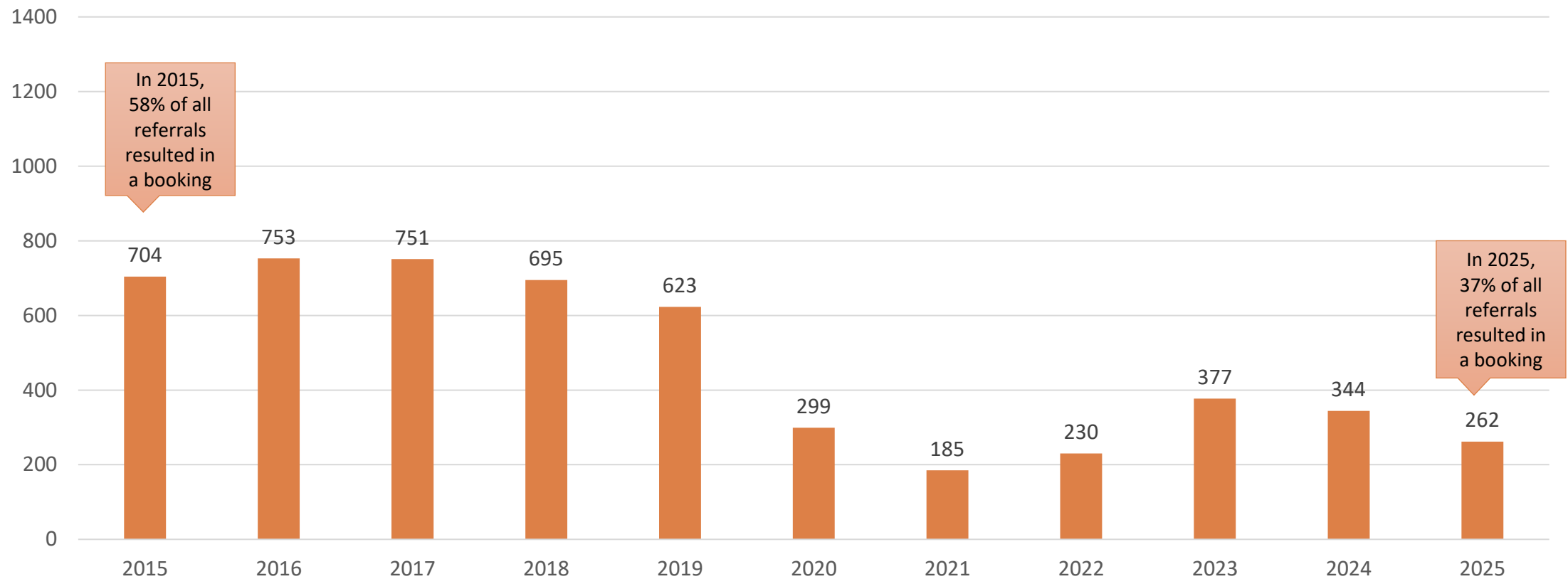


Referrals by Race/Ethnicity 2015 & 2025



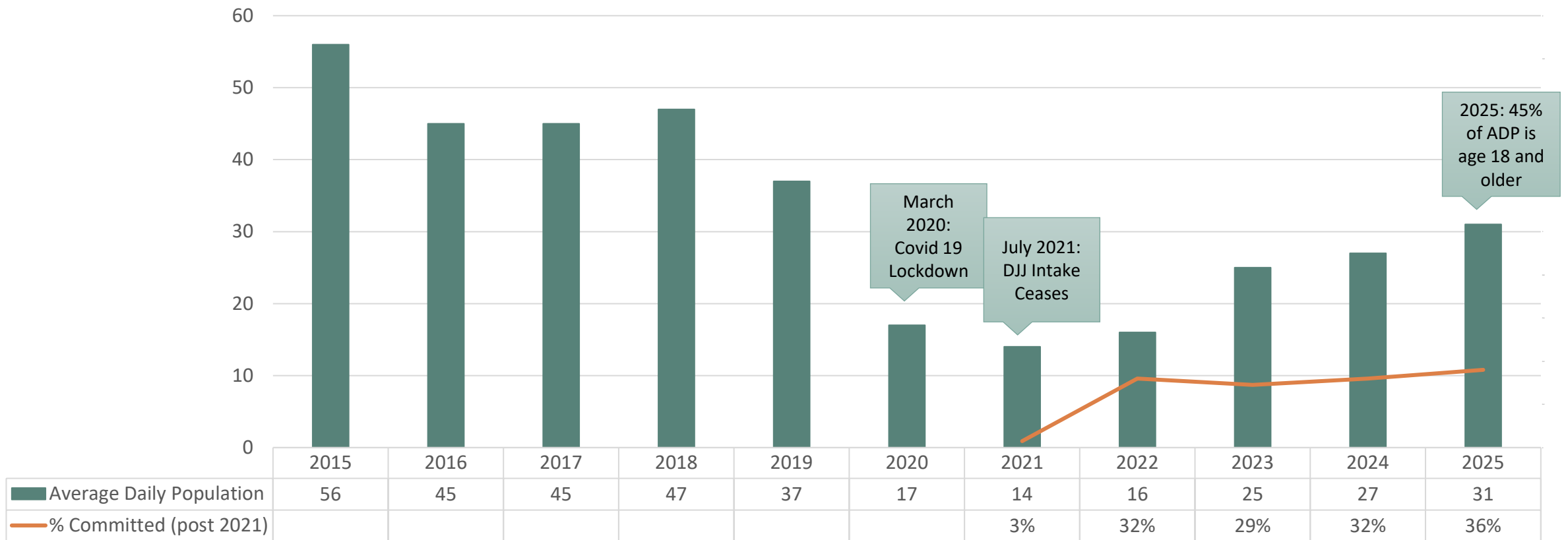
Admissions

San Francisco Juvenile Justice Center Admissions (2015-2025)



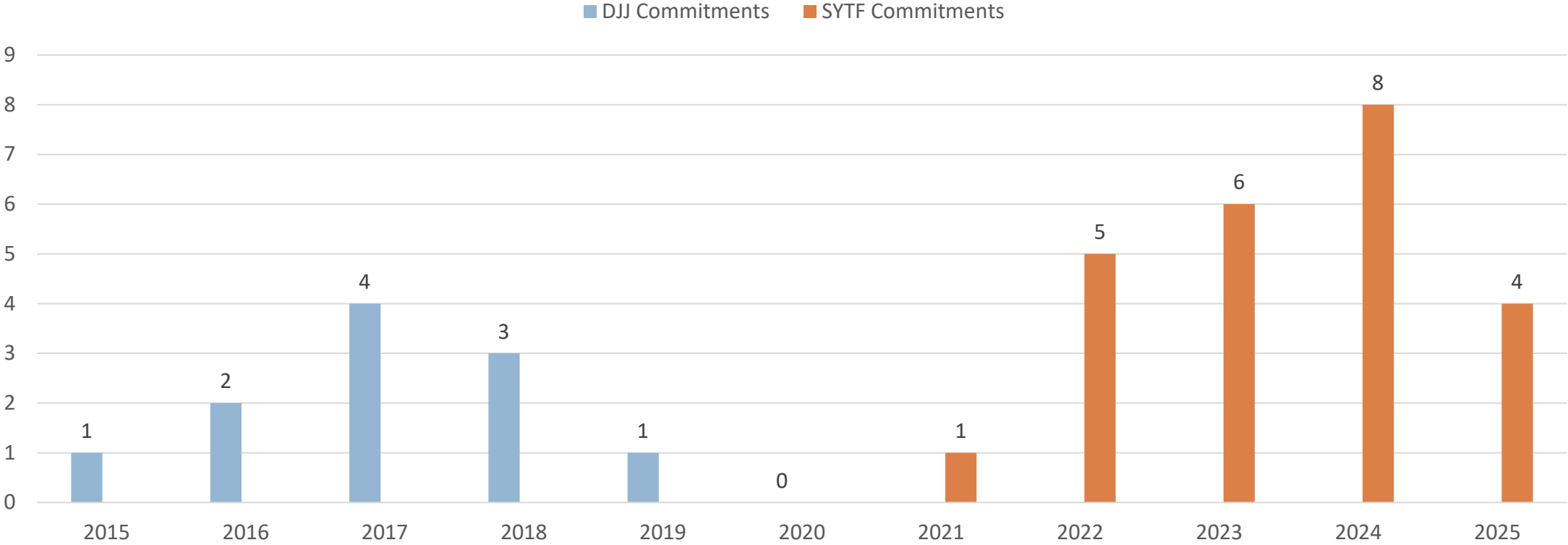
Average Daily Population

San Francisco Juvenile Justice Center Average Daily Population (2015-2025) and Percent Committed (2021-2025)



DJJ & SYTF Commitments

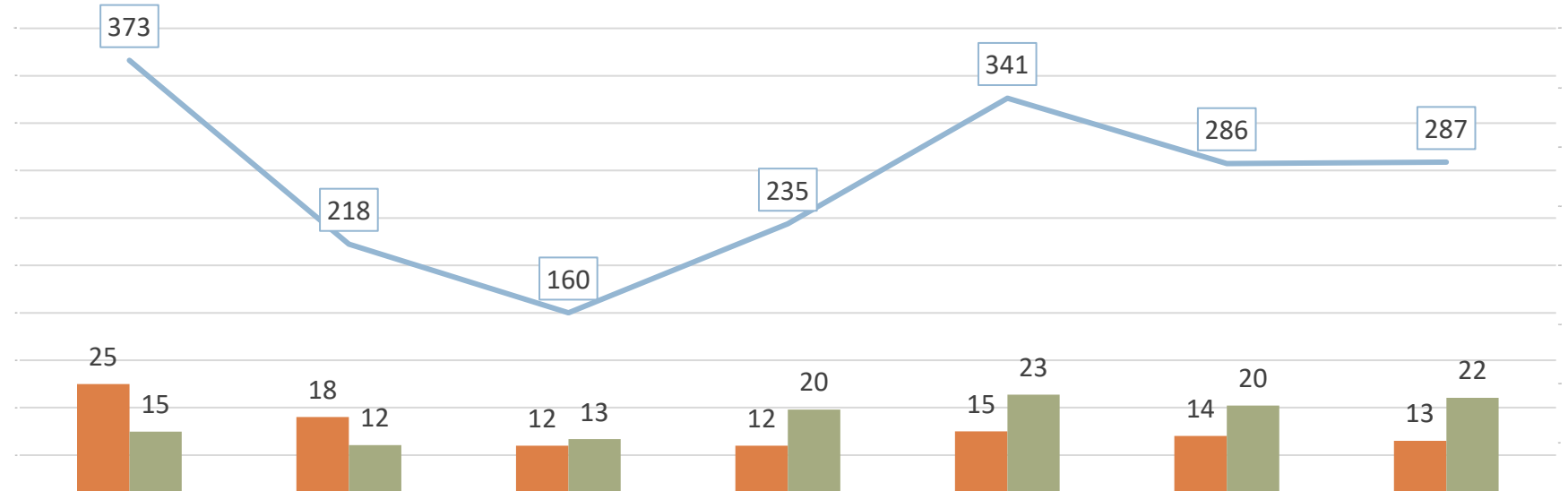
San Francisco Commitments to Division of Juvenile Justice (DJJ) and Secure Youth Treatment Facility (SYTF)
2015-2025



Caseloads

Juvenile Probation Caseloads & Active Cases
(End of Year Snapshot, 2019-2025)

*Excluding CARC & AB12



	Dec 2019	Dec 2020	Dec 2021	Dec 2022	Dec 2023	Dec 24	Dec 2025
Case Carrying DPOs	25	18	12	12	15	14	13
Average Caseload per DPO	15	12	13	20	23	20	22
Total Active Cases	373	218	160	235	341	286	287

Milestones: Program & Partnership

(By Start Year)

Community investment/
justice reinvestment (2020)

DJJ Subcommittee & Plan
(2021)
SYTF Programming (2023)
Credible Messenger Life
Coaches (2023)

Multi-Systemic Therapy
(2024)

Communication
Agreements (2021)
JPD-CBO Work Groups
(2021-22)
Care Team Pilot (2023)

Secure Commitment
Provider Advisory Board
(2023)

Justice Services Care Model
(2024)
CARC in-custody
assessments (2025)

Intensive Services Foster
Care (2021)

City College Onsite (2024)
Career & Technical
Education Classes (2025)
Reentry Services (2025)

Financial Counseling
Program for AB12 AFTER
(2023) & SYTF Youth (2024)

Milestones: JPD Policy, Culture & Capacity

(By Start Year)

Policy Shifts

- New Violation/Detention Policy (2020)
- CARC eligibility expansion (2022)
- Detention Decisionmaking Tool (2023)
- RISE Behavior Development Program in the JJC (2025)

Evidence-based Approaches

- All sworn staff trained in Roca ReWire Cognitive Behavior Theory (2023)
- All DPOs trained in Carey Group Evidence-Based Practices & Four Core Competencies (2025)
- Risk-Based Contact Standards (anticipated May 2026)

Transparency & Youth/Community Voice

- Interactive data dashboards (2023)
- AIR Centering Youth Voices Survey (2023)
- JPD Youth & Family Survey (2024)

Capacity Building

- Racial Equity Action Plan & Initiatives (2020)
- Non-sworn training position created to focus on department wide professional development (2023)
- JJC Paperless Initiative (2025)

Policy Context

Dynamic Period in Juvenile Justice

- Federal & state foster care reforms
- DJJ Realignment
- CalAIM Medi-Cal expansion

Crosscurrents at the State and Ballot Box

- Proposition 36 implications
- Conflicting agendas at the Capitol
- Titles 15 & 24 revisions

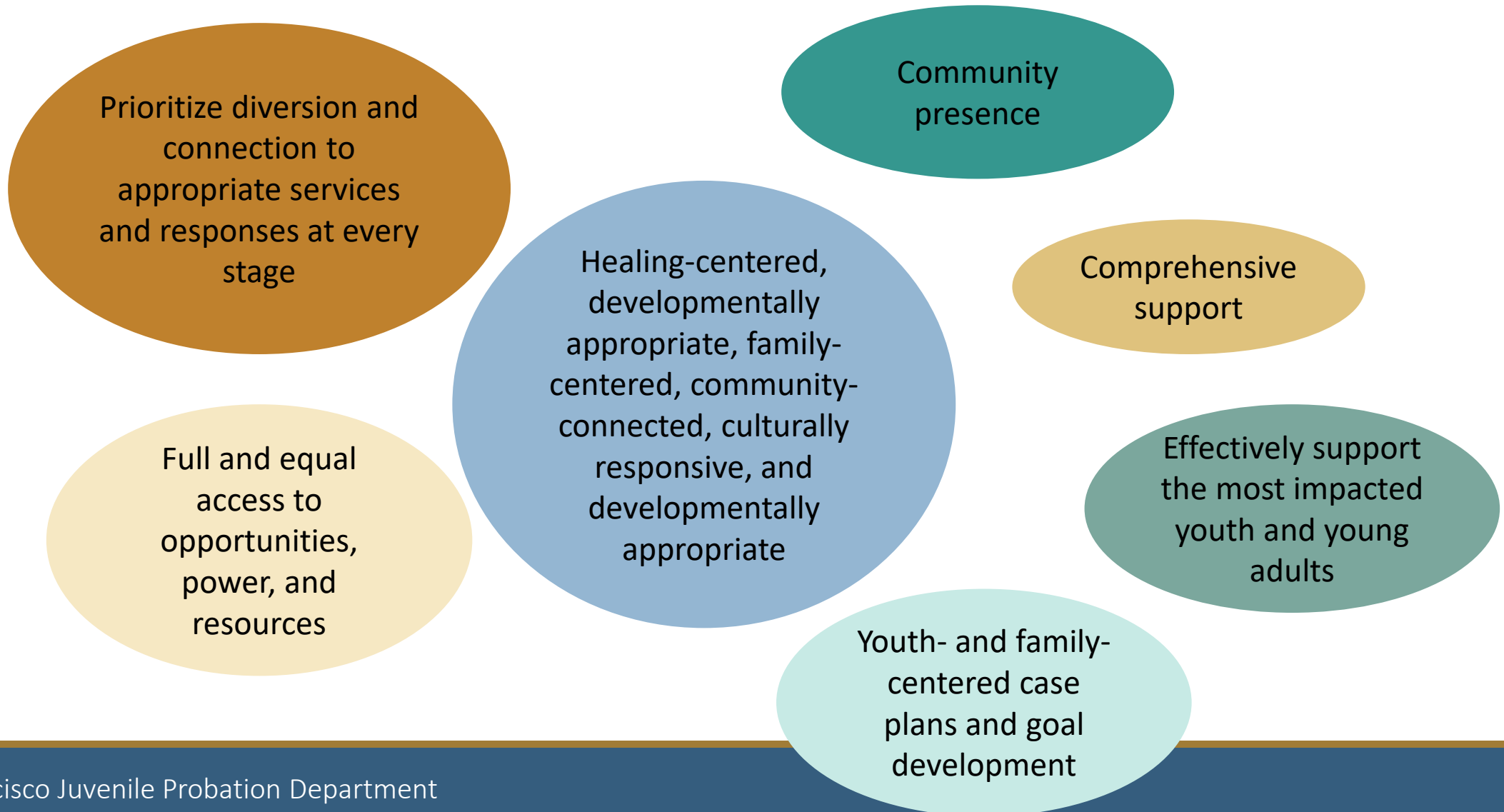
New Leadership and Fundings Realities

- New administrations (White House; Governor's Race; Mayor)
- Local, state, federal funding challenges

JPD Policy Framework

1. **Reimagine how the City addresses juvenile crime and delinquency** – from referral through reentry – in collaboration with community and government partners; emphasizing research, evidence-based and best practices, and innovation; and **sustainably addressing pervasive racial disparities** throughout the system.
2. **Prioritize diversion and connection** to appropriate services and responses at every stage of the youth’s contact with JPD. Ensure youth are returned home as quickly as possible, whenever appropriate, and that families are provided comprehensive support. **Maximize the utilization of community-based services** that provide high quality, adequately resourced care for all youth and their families throughout a young person’s involvement in the juvenile justice system.
3. **Advance a whole family engagement strategy** that places racial equity at its center to ensure that all youth have full and equal access to opportunities, power, and resources; that advances youth- and family-centered case plans and goal development to help justice-involved youth and their families thrive; and, that minimizes unnecessary or further justice system involvement.
4. **Create a non-institutional home-like secure setting** for both detained and incarcerated youth and young adults that is healing-centered, developmentally appropriate, family-centered, community-connected, culturally responsive, and developmentally appropriate. Implement daily community presence of community partners; shared leadership with community and city agencies whenever possible; and meaningful opportunities for community input into policies and programming.
5. **Continue to organize and right-size the JPD department and budget** to reflect changes in caseloads, increased emphasis on community-based services, and changes in approach and responsibilities, including DJJ realignment duties. **Bolster equitable leadership development** opportunities for staff throughout the Department, including but not limited to Black, Latino and Asian/Pacific Islander and Indigenous staff throughout the Department, implement change that meaningfully improves the workplace experience of those staff; enact our organizational belief of redemption and helping people to succeed. **Develop a collaborative approach** to planning, policymaking and service provision to work effectively with community agencies and appropriate city agencies, including health, law enforcement, and schools.
6. **Advance the goals of the City and DJJ Realignment Subcommittee** in our ongoing implementation of DJJ Realignment to effectively support the most impacted youth and young adults, both in the community and in the Secure Youth Treatment Facility located in Juvenile Hall, or in another secure youth treatment facility the Subcommittee recommends.

JPD Policy Framework: Our Vision



JPD Policy Framework: Our Approach



Department Objectives FY 25-26 & FY 26-27

Objective 1: Embed best practices and racial equity in supervision and community collaboration to support successful outcomes throughout the **Probation Services Division**.

- Public/private Justice Services Care Model
- Mission-driven staff development and oversight
- Evidence-based probation and out of home placement practices
- State mandated Tiered Rate Structure for foster care
- Centering families in court and probation processes

Objective 2: Systematize best practices and center racial equity throughout the **Juvenile Justice Center** secure facility (detention and commitment).

- Fully established “RISE” behavior development model
- Mission-driven staff development and oversight
- Operational improvements
- Physical improvements
- Technological improvements, e.g. cameras

Objective 3: Implement and sustain the state's vision for **Division of Juvenile Justice (DJJ) Realignment**.

- Secure Youth Treatment Facility (SYTF) as a true therapeutic milieu
- Assessment of individual youth needs and progress
- Development of effective individualized rehabilitation plans
- Sustainable Less Restrictive Programs as alternatives to SYTF confinement
- Comprehensive reentry services and support
- Development of Secure Track Collaborative Court

Objective 4: Promote effective **Administrative Services** to support the mission-driven work of the department, the overall success of the JPD workforce, and racial equity across both.

- Professional development for all staff
- Equitable talent recruitment, promotion, discipline, conflict resolution
- Modern technology
- Hospitable buildings and spaces
- Sustainable approach to overtime
- Emergency preparedness
- Refined policies and procedures

Current Orientation

Implement with care, collaboration, and fidelity

- Sweat the small stuff, see the big picture, and everything in between
- Maintain fidelity to evidence-based practices, and to the models we've created, across both programs and operations
- Continue to identify gaps and look beyond SF for solutions
- Measure the impacts of our work

Improve youth outcomes

- Implement probation practices that are proven to improve youth outcomes
- Continue to invest in community and government partnerships that help young people thrive

Focus on sustainability across all system components

- Strengthen infrastructure
- Pursue fiscal responsibility and resourcefulness
- Invest in the positions and people who do the work (JPD & community partners), through budget advocacy, development, and retention strategies
- Plan for succession

Align with Mayor's 2026 priorities

- Safety
- Positive long-term outcomes for the most vulnerable community members
- Effective common-sense government



Commission Discussion

- Share your thoughts and clarifying questions on JPD's achievements, challenges, and future priorities.
- How can the Commission best support JPD moving forward given the priorities discussed?

Public Comment:

Department Achievements & Focus for the Year Ahead

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Break

10 Minutes

The Role of a Commission: Overview



**Valerie Okelola,
Controller's Office, City Performance Unit**

Charter-Powers and Duties of Commissions

- Formulate, evaluate and approve goals and policies
- Develop and keep current an annual statement of purpose outlining purpose, goals and authority
- Approve budgets
- Conduct investigations into any aspect of operations
- Hold hearings, take testimony
- Deal with administrative matters only through the department head
- Prepare an annual report of activities

Source: Ed Harrington, [Designed to Serve / SPUR](#)

Well-Run Commissions

- Provide a forum for public input on issues of concern
- Inform decision-making and policy with new thinking and a broad set of perspectives
- Provide transparency
- Hold City accountable for delivering public services that are equitably allocated, accessible and responsive to community needs
- “Governance” commissions help shape how a department executes its mission. “Advisory” commissions provide technical assistance, policy guidance and best thinking.

Source: Designed to Serve | SPUR

Ed Harrington's View - Good Commissions Also Do The Following:

- Allow for "big" thinking
- Bring in new or underrepresented points of view
- Have the "right" balance of oversight and collaboration with departmental management
- Provide for continuity of policy and practice
- Foster a sense of respect for all:
 - Each other
 - Management and staff
 - Clients
 - Interested parties

JPC Charter Mandate

- The Juvenile Probation Commission (JPC) shall consist of 7 members who shall be appointed by the Mayor, pursuant to Section [3.100](#), for staggered 4-year terms. 2 of the members shall be appointed from lists of eligibles submitted to the Mayor by the Superior Court. The Juvenile Probation Department shall be a part of the executive branch.
- Members may be removed by the Mayor only pursuant to Section [15.105](#).
- Any member may serve concurrently as a member of the Juvenile Justice Commission created by state law and as a member of the JPC herein created.
- The Chief Juvenile Probation Officer, assistants and deputies shall have the powers and duties conferred upon them by state law; and they shall perform all of the duties prescribed by such laws, and such additional duties as may be prescribed by ordinances of the Board of Supervisors.

Juvenile Probation Commission Bylaws

- Ultimate responsibility for the governance of the department
- Power to organize, rearrange and manage the Department of Juvenile Probation
- Represent and engage the public
- Two community meetings per year
- Maintain commission staffing and terms of service
- Conduct open and public meetings
- Policy resolutions
- Grant approval

Juvenile Probation Commission Bylaws



Commission Goals, Accomplishments & Priorities



Commissioner Manuel Rodriguez

Juvenile Probation Department & Commission Goals

Reimagine the system and innovate while sustainably address racial disparities

Prioritize diversion and connection while maximize the utilization of community-based services

Advance a whole family engagement strategy that helps families thrive and prevents further justice system involvement

Create a non-institutional home-like secure setting that is family and community centered & developmentally, culturally appropriate

Continue to organize and right-size the JPD and budget, bolster equitable leadership development and develop a collaborative approach to programs and policy

Advance the goals of the City and DJJ Realignment Subcommittee

Commission Goals and Accomplishments

Goals	Accomplishments	Impact	Month(s)
1. System Reimagine & Innovation	<ul style="list-style-type: none"> Adoption of Resolution on Adult Transfers: Formally set policy to keep youth in the juvenile system. Expert Scientific Briefing: Presentation by Dr. Johanna Folk (UCSF) on the neurobiology of the adolescent brain. Impact Justice Partnership: Launched 18-month initiative to develop "Wellness and Relational" outcome measures. 	Grounded the transfer policy in developmental science rather than punitive tradition. Shifts "success" metrics from simple recidivism to holistic youth thriving.	June July September
2. Diversion & Connection	<ul style="list-style-type: none"> Justice Services Care Coordinator (JSCC): Implementation of the assessment and referral model for youth arrested in SF. Transportation & Stability Grants: Approved agreements with SFUSD and Sharp Circle for foster care stability and reentry support. CARC Alignment: Evaluation of the Community Assessment & Referral Center's role in the diversion pipeline. Caseload Trend Observations: Witnessed JPD "numbers at historic lows" with 299 youth on JPD caseload in Nov 2025, compared to 351 youth in Jan 2025, and 404 in Jan 2024 	Ensures youth are returned home quickly with immediate access to community-based care. Reduces unnecessary formal system contact through streamlined assessments.	April June November

Commission Goals and Accomplishments

Goals	Accomplishments	Impact	Month(s)
3. Racial Equity & Family Engagement	<ul style="list-style-type: none"> Community Meeting Rotation: Strategic decision to move meetings to sites like Booker T. Washington Community Center. Whole Family Analysis: Commission interrogation of "Family Participation" levels in the JSCC model. Equity-Centered Budgeting: Public review of how departmental spending addresses pervasive racial disparities. Community Engagement: Host two public meetings to hear about the concerns of Spanish speaking families and public response to DA's system perspective. 	Increases transparency and accessibility for disproportionately impacted families. Directly monitors whether "family-centered" plans are achieving deep impact.	February September November
4. Healing-Centered Secure Settings	<ul style="list-style-type: none"> Log Cabin Ranch (LCR) Redevelopment: Release of the Statement of Interest (SOI) to transform LCR into a restorative setting. Gender-Responsive Advocacy: Specific focus on providing appropriate, healing-centered environments for girls in detention. Responding to System Changes: to Learned about AFS's Intensive Services Foster Care Model and STRTPs, impact of legislation on services and advocated for system changes to reduce custody delays. 	Initiates the transition from institutional facilities to "home-like," culturally responsive treatment centers. Prioritizes the specific needs of young women.	June July September

Commission Goals and Accomplishments

Goals	Accomplishments	Impact	Month(s)
5. Department Right-Sizing & Culture	<ul style="list-style-type: none"> Roca, Inc. CBT Training: Approved contract to train all probation staff in Cognitive Behavioral Therapy. Budgetary Defense: Commission review and approval of the FY 2024-2026 budget, protecting \$12M+ in community services. Independence Advocacy: Formal opposition to "Commission Streamlining" to preserve independent oversight. 	Shifts staff culture from compliance-monitoring to a "relational-health" and behavioral change model. Protects the JPC's role as a watchdog for racial equity.	February May September
6. DJJ Realignment (SYTF)	<ul style="list-style-type: none"> Secure Track Status Updates: Detailed reporting on the population, capacity, and early outcomes for high-needs youth. Realignment Funding Advocacy: Interrogating the gap between state SB 823/OYCR funds and local operational "fixed costs." 	Ensures the SYTF remains a robust, well-resourced local alternative to state prison. Maintains public accountability for the most high-impact youth cases.	June November



Commission Discussion

- Briefly share your thoughts and reflections on JPC's achievements and work against these goals?
- Should we prioritize select or different goals?
- Are there questions?

Goals versus Priorities

Goal	Priority
<ul style="list-style-type: none">• Specific aims to achieve a vision• Can be strategic, broad and future focused or tactical and shorter term• Broken down into priorities	<ul style="list-style-type: none">• Things to focus on now• Priorities can be broken down into tasks

Commission Priorities

- Conduct more outreach to community
- Consider more opportunities to advance programs and services for girls
- Plan for more opportunities for enhanced language access at public meetings; this relates to more resources for and cultural competence around anti-Latino bias
- Develop strategic performance measures that are missing or need input
- Monitor implementation of new Community Assessment and Referral Center (CARC) JSCC model
- Continue to focus on research-backed diversion programs
- Codify and endorse Department goals and add Commission-focused goals - last

Activity 1: Commission Priorities

Objective: Explore the Commission's priorities for the next year.

Instructions:

1. For 3-5 minutes, individually write down responses to the below questions considering recent policy and funding changes.
 - **Which priorities should the Commission keep?** [use **blue** sticky]
 - **Which priorities should the Commission remove?** [use **pink** sticky]
 - **What new priorities does the Commission want to add/explore?** [use **green** sticky]
2. Commissioners will tack sticky notes to the appropriate flipchart.
3. We will discuss the stickies as a group:
 - **What priorities do you want to explore more?**
 - **What are the Commission's next steps on these priorities?**

Public Comment:

The Commission's Role, Goals, Accomplishments and Priorities

1

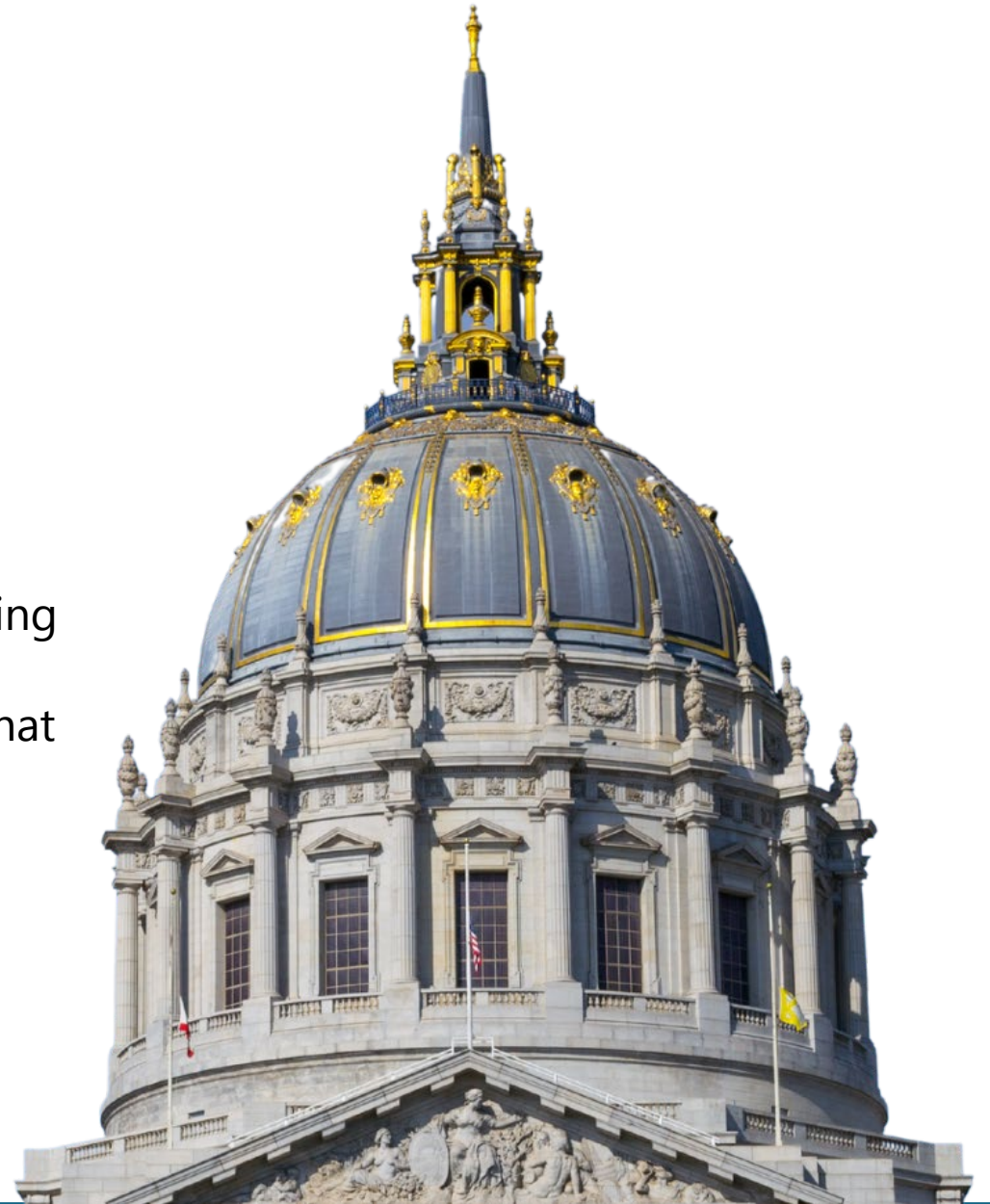
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Lunch

Come back at: 1:00 pm



Commission Community Engagement

- **What's been done in the past?**
- **Ideas for the future**

Roundtable: Recent Community Engagement

Objective: Understand and reflect on the purpose and what the Commission has done so far.

Discussion:

1. Discuss the importance of community engagement.
2. Briefly describe previous community engagement efforts by the Commission.
3. What worked well? Why?
4. What didn't?
5. How do we adjust our approach to the changing needs of the community?

Juvenile Justice Providers Association (JJPA)



**Dawn Stueckle,
Sunset Youth Services**

Activity 2: Next Steps for Community Engagement

Objective: Discuss strategies that effectively engage community members

Instructions:

1. Split into **2 groups of 3-4 commissioners** and stand by a flipchart.
2. Each group brainstorms responses to the following questions (**7-10 mins**):
 - a. **Who should the commission engage?**
 - b. **What are the best strategies to use to engage the community?**
 - c. **Which community partners should the commission work with to support engagement?**
3. Each small group presents their findings to the group followed by a group discussion.
4. Once group discussion concludes, commissioners will sticker their top ideas.

Public Comment:

Commission Community Engagement

1

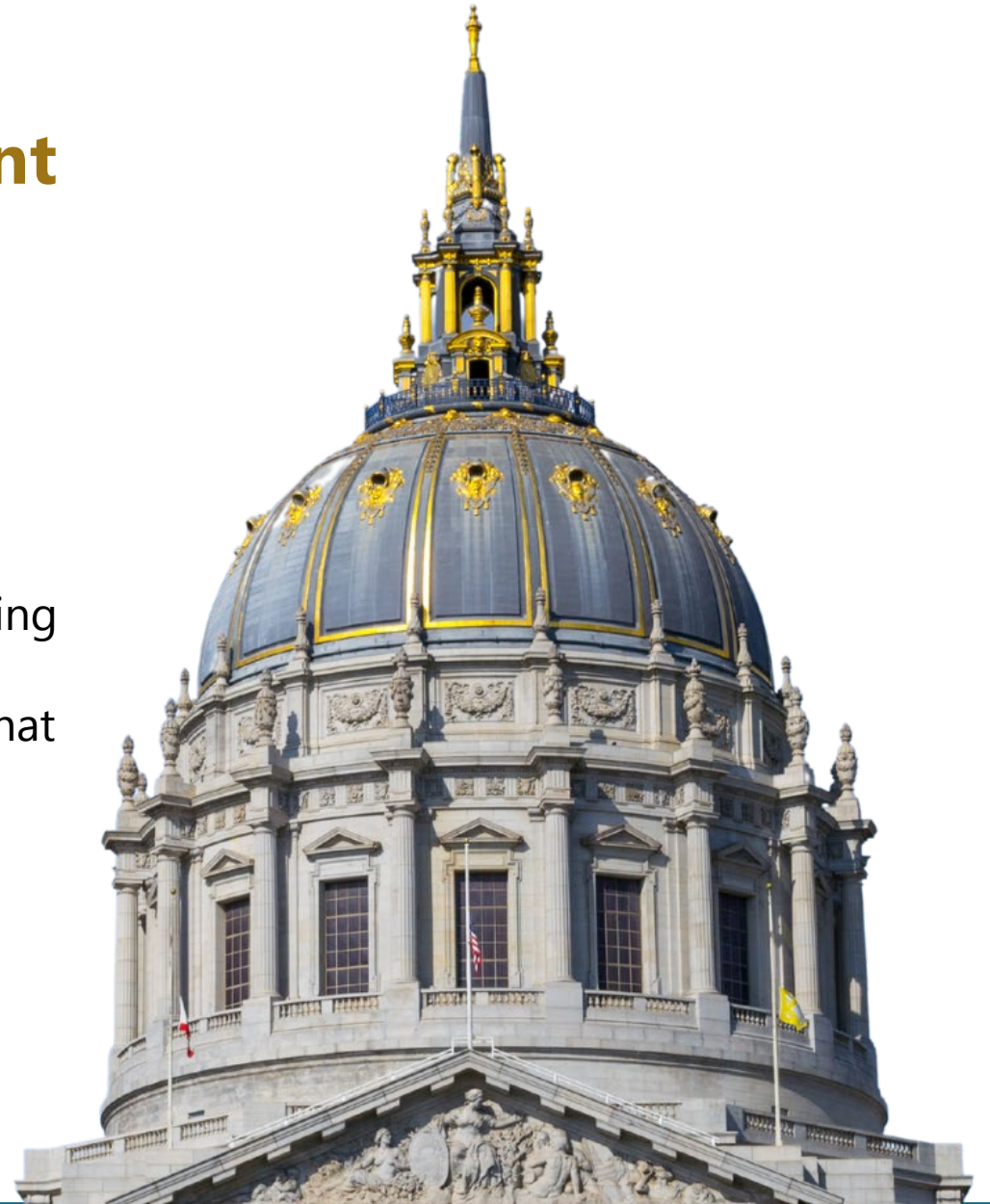
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The Commission's Future Priorities

Advocacy

Advocacy and Lobbying

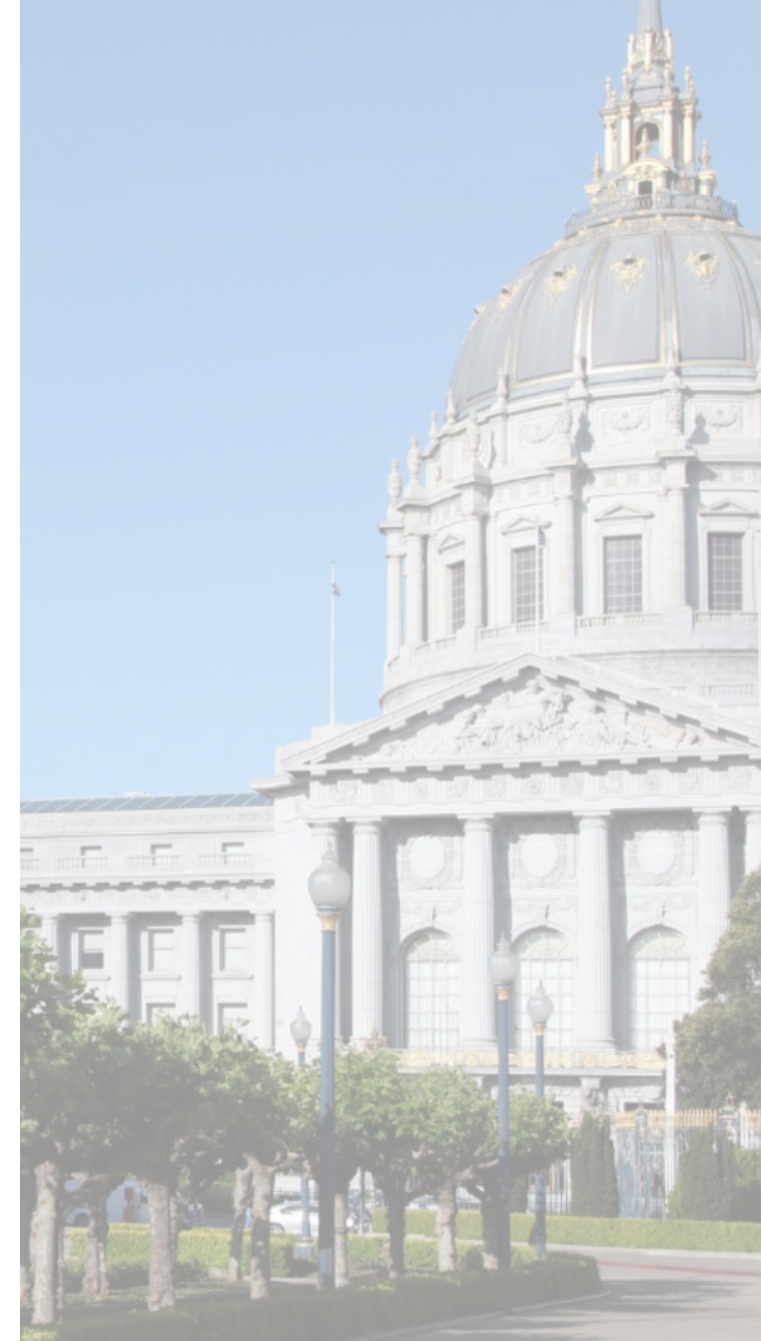
Advocacy is generally defined as the attempt to effect social or political change concerning a particular issue, such as:

- Public education campaigns
- Collective action events (e.g., marches, demonstrations)
- Lobbying elected officials to support/influence specific legislation

Source: [Nonprofit Management and Leadership, 2010](#)

Lobbying is generally defined as communication and contact with a City officer to influence local legislative or administrative action on behalf of a client or employer.

Source: [San Francisco Campaign and Governmental Code](#)



Advocacy Guidelines: What's in our CCSF Charter?

1. The powers and duties of commissions are outlined in the Charter ([Charter, SEC. 4.102.](#))
2. The Charter places the power and duties of a commission in the body as a whole, not in the individual members ([Charter, SEC. 4.102.](#))
3. Any actions not delegated to a commission or otherwise delegated in the Charter, is a power reserved for the Board of Supervisors ([Charter Code 4.102.\(8\)](#))
4. The Charter ***does not*** delineate any advocacy responsibilities to commissions ([Charter, SEC. 4.102.](#))
5. The Charter ***does not*** delineate any advocacy responsibilities to the Juvenile Probation Commission ([Charter, SEC. 7.102.](#))
6. The Charter ***does not*** delineate “intergovernmental affairs” (relationship with the City and outside the City, such as lobbying to the State) to commissions, but it does delegate this action to the Mayor ([Charter, SEC.3.100\(2\).](#))

Advocacy Guidelines & Political Activities

1. Commissions **may not** advocate/vote for or endorse ballot measures or candidates for office.
 2. Commissions **may not** use their meetings to influence elections.
-
1. Commissions **may** use City resources to analyze and provide information about the effects of proposed ballot measures on city operations with an objective analysis.
 2. City officers and employees **may** lawfully use City resources (where budgeted for such a purpose and otherwise authorized) to investigate and evaluate objectively the potential impact of a ballot measure on City operations.
 3. City officers and employees **may** respond to public requests for information, including requests to participate in public discussions about ballot measures, if an officer's or employee's statements are limited to an objective and impartial presentation of relevant facts to aid the voters in reaching an informed judgment about a measure's potential effects on the City. The Board, acting as a body, may take a position on behalf of the City on a ballot measure, and the Mayor may take a public position on a measure.

Political Activity Examples

Commissioners feel strongly about the merits of a ballot measure that relates to juvenile justice.

The commission may not vote on a resolution to support or oppose the ballot measure.

The commission may ask staff for information about the impact of the ballot measure on the City, and individual commissioners may support or oppose the measure on their own time using their own resources.

Commissioners feel strongly about supporting a juvenile justice bill pending in the state legislature that would further one of the commission's key goals.

The commission may urge the BOS or the City's State Legislation Committee to adopt an official position on the pending legislation. Because the legislation is not before the voters, political activity rules do not prohibit the City from supporting it.

The Juvenile Probation Dept wants to inform its commission about the potential impacts on the department if a ballot measure passes.

If the department has money budgeted for the purpose, the department may research the potential impact of the measure and present objective information to the commission. The analysis must also be available to the public.

Possible Commission Advocacy Strategies

Some advocacy activities require the JPC to work through the Mayor and/or State Legislative Committee.

	Strategy/Activity	Required City Pathway			Allowed
		Board	Mayor	State Leg Cmte.	
1	Align juvenile justice programming/practices within the City (e.g., DA sentencing, DCYF programming)		N/A		Yes
2	Influence City budget and legislation to the Mayor and/or Board		N/A		Yes
3	Influence State funding, legislation, directives		✓	✓	Yes
4.	Influence JVP Dept. Chief on goals, programming, budget requests, etc.		N/A		Yes
5.	Calling a vote to support a specific City measure and/or elected official on the ballot		N/A		No
6	Other?				

Reentry Council: Advocacy Activities Examples

Local legislation

- Ban the box

Community engagement ad action

- Voter registration drives; presentations by Department of Elections

Commission Streamlining Task Force

- Advocacy to stay in Administrative Code
- Organized community members to provide public comment

Activity 3: Integrating Advocacy

Objective: Discuss JPC's comfort level and approach with advocacy efforts.

Instructions:

1. Get into 2 groups of 2-3 commissioners per and stand by your group's flipchart.
2. Each group should respond to the following questions:
 - a. **What is the JPC's comfort level in engaging in advocacy? Are there risks?**
 - b. **How should JPC approach advocacy? What advocacy activities does the commission want to do?**
 - c. **How should JPC reach consensus on what to advocate for?**
3. In these small groups, discuss and write down responses on stickies/flipchart for **10-15 mins**.
4. Each small group presents their findings to the large group, followed by a group discussion.
5. Once group discussion concludes, commissioners sticker their priority strategies and activities.

Public Comment:

Commission Goals, Role, Accomplishments and Future Priorities

1

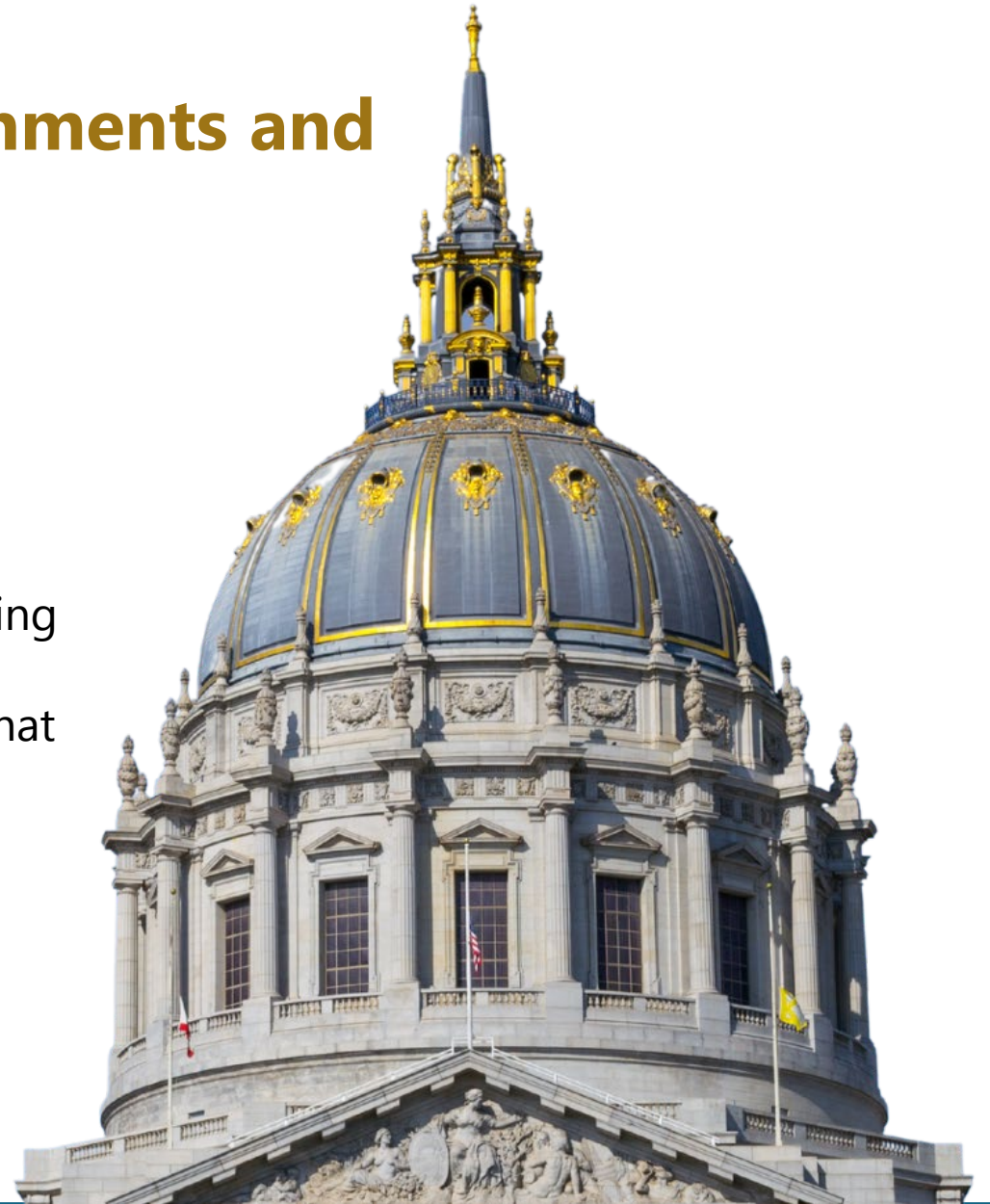
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Consent Calendar

**KJowerConsulting
Inc., Dr. Norbert
Ralph**

Consent Calendar

- Submit a request to enter into a new agreement with KJowerConsulting for dietitian technical support, with a proposed initial term of 24-months and a not-to-exceed amount of \$115,000.
- Submit a request to enter into a new agreement with Dr. Norbert Ralph for psychological evaluation services, with a proposed initial term of 12-months and a not-to-exceed amount of \$19,999.

Public Comment:

Contract Approval

1

Members of the public must be present in person at the retreat.

2

Individuals may request to make a statement during public comment; the Commission Secretary will establish a queue, and individuals may speak in that order.

3

Each person will have five minutes max per person.



Closing and Thank You!

