



August 30, 2013

The Honorable Cynthia Ming-mei Lee  
Presiding Judge  
Superior Court of California, County of San Francisco  
400 McAllister Street  
San Francisco, CA 94102

Dear Judge Lee:

The following is provided in response to the 2012-2013 Civil Grand Jury report, "*Log Cabin Ranch: Planning for the Future*".

We appreciate the Civil Grand Jury's continuing interest in the success of the Log Cabin Ranch facility and the young men assigned to the complex. The Juvenile Probation Department is committed to the rehabilitation of all juveniles assigned to their care. Additionally, the District Attorney, Public Defender, DCYF, and Adult Probation stand ready to help and serve the juveniles who come into contact with the City's public protection system.

Thank you for the opportunity to comment on this report and for all of your interest in this complex topic.

**The Mayor's Office, Juvenile Probation, District Attorney, Public Defender, Department of Children, Youth and Families, and Adult Probation consolidated response to the Civil Grand Jury's findings is as follows:**

**Finding 1**

The Ranch has the potential to provide a nearby alternative to out-of-state placements and group homes. By strengthening core programs that equip the youth to pursue educational and vocational advancement, many of the young people sent to other counties or states could be sent to the Ranch.

**Response**

*Agree.*

**Finding 2**

Long-term tracking of JPD youth would provide JPD and community support services with useful information by identifying programs that advance successful rehabilitation.

**Response**

*Agree.*

**Finding 3.1**

Log Cabin Ranch has the potential to be a superior facility for San Francisco and regional juvenile commitments.

**Response**

*Agree.*

**Finding 3.2**

The lack of a master plan leaves Log Cabin Ranch in a state of uncertainty and prevents a viable, long-term program.

**Response**

*Agree in part and disagree in part.* A needs assessment to identify the needs of San Francisco youth was determined to be an important precursor to the Log Cabin master plan. The needs assessment was funded in the Juvenile Probation Department's (JPD) FY 2012-13 budget and is scheduled to be completed in September 2013. The completed needs assessment will inform the development of the master plan, which has been funded in the FY 2014-15 budget.

**Finding 4**

Creating partnerships with community organizations, foundations and other jurisdictions to achieve efficiencies, increase programming, and share costs could benefit both San Francisco and the youth residing at Log Cabin Ranch.

**Response**

*Agree.*

**The Mayor's Office, Juvenile Probation, District Attorney, Public Defender, Department of Children, Youth and Families, and Adult Probation consolidated response to the Civil Grand Jury's recommendations is as follows:**

**Recommendation 1.1**

Continue current efforts to develop Log Cabin Ranch as a viable disposition option for youthful offenders.

**Response**

*Recommendation already implemented and ongoing.* The Juvenile Probation Department continues to enhance programs and services to assist youthful offenders at Log Cabin Ranch. Recent examples include increasing the presence of mental health professionals during nightly groups and adding Aggression Replacement Training sessions facilitated by therapists trained and certified in this modality. Of particular note, the Department has expanded its Juvenile Collaborative Reentry Unit to include all Log Cabin Youth graduating the program and returning to their homes and community. This represents a significant increase in aftercare planning and services that includes participation by juvenile probation officers, mental health professionals, occupational therapists, and the School District. In some cases, the level of educational and therapeutic services offered at LCR may approximate those offered by other placements with the added benefit of involving families in therapy, youth case reviews and other services that take advantage of a resident's proximity to his parents and extended family members.

Further, LCR Administration is engaged in an on-going effort to inform judges, public defenders, the private bar, probation officers, prosecutors and other members of the legal and helping community with respect to the programs and services available at the Ranch. A number of representatives from these groups have recently toured the facility and those invitations will continue to be extended to both our internal and external partners in the juvenile justice community.

### **Recommendation 1.2**

Expand educational and vocational training for residents to prepare them for post-release success.

#### **Response**

*Recommendation already implemented and ongoing.* Efforts to expand educational programming include the addition of a part time college preparation instructor to assist in on-line coursework through City College of San Francisco. The School District has added a third classroom teacher for the summer school program allowing for closer teacher/student ratios and more individualized instruction, including special education.

Log Cabin Ranch continues to refine its on-site partnership with the San Francisco Conservation Corps. A forklift certification program has been implemented for age-appropriate residents, and a more seamless application, interview, and acceptance process instituted for residents eligible to continue their Corps experience following release as a paid participant.

The community-based agency Young Community Developers is scheduled to begin a series of workshops on work and life skills for residents at Log Cabin Ranch (LCR). The series will focus on developing effective communication skills, conflict resolution, problem solving, and effective working relationships with others. Youth will also participate in sessions that focus on résumé writing and other skills necessary for success in the workplace.

### **Recommendation 1.3**

Increase the presence of DCYF-funded CBOs to provide a broader spectrum of services at the Ranch.

#### **Response**

*Recommendation already implemented.* As indicated in response to Recommendation 1.2, Young Community Developers will launch skills development workshops at LCR this fall. The Department will continue to engage DCYF to identify community-based organizations that can provide additional programs and services at LCR.

In Addition, the Juvenile Probation Department has allocated funding and entered into an agreement with the Department of Public Health to implement substance abuse treatment services at Log Cabin Ranch. Working closely with the LCR therapists, a full time drug and alcohol abuse counselor will assess, evaluate and provide both individual and group substance abuse counseling to residents at LCR.

Further, masters-level therapists from Special Programs for Youth (SPY) are now co-facilitating Aggression Replacement and Moral Reasoning groups with LCR staff two nights a week. Therapists are meeting with family members who visit residents during weekends. In addition, these practitioners have instituted "trauma-focused Cognitive Behavioral therapy (TF-CBT)" in order to address issues

associated with post-traumatic stress disorder, which has been identified as a significant factor with many youths involved in the juvenile justice system.

**Recommendation 1.4:**

Enhance training for all Ranch staff.

**Response**

*Recommendation already implemented.* During the past year, LCR staff has received training in Aggression Replacement Training, which has enabled them to act as co-facilitators with therapists assigned to the Ranch through a contract with the Department of Public Health.

Additionally, the staff at Log Cabin Ranch have recently received comprehensive training on the applicability of the federal Prison Rape Elimination Act (PREA) as part of a Department-wide effort to further ensure that the youth served are afforded the maximum level of protection against sexual abuse and sexual harassment.

During the current fiscal year, the Department plans to launch a course for all LCR staff and agency partners on the philosophy, tenets and practical application of the Missouri Model of Correctional Intervention. This will serve as a refresher for most staff and a more comprehensive overview and orientation for those Probation Department and agency partners newly introduced to the model.

In partnership with the Health Department's Special Programs for Youth (SPY) clinicians, staff will be provided with training sessions in the psychopharmacology of psychotropic medication and the impact on behavioral adjustment.

With the implementation of a drug treatment specific intervention at Log Cabin Ranch, staff will receive training on risk factors, signs and symptoms and other elements critical to fostering an increased awareness of substance use and abuse to further enhance the overall approach to prevention and intervention with residents.

**Recommendation 2**

Develop tracking systems for post-probationary youth that will provide data to evaluate programs both at the Ranch and after release. These efforts should be made in collaboration with the Adult Probation Department.

**Response**

*Recommendation partially implemented.* The Juvenile Probation Department has identified funds and selected a vendor to develop a comprehensive electronic case management system. A key feature of the system's design is to capture and eventually support the department's capacity to analyze outcome data related to the types of programs and services each resident of Log Cabin Ranch receives both during his stay at the facility as well as those provided following release. The efficacy of these services will be evaluated in conjunction with the Department's recent expansion of the Reentry Unit to include all youth transitioning to their homes and communities from placement at Log Cabin Ranch. Discussion with the Adult Probation Department will focus on data sharing and other collaborative strategies to address potential adult system recidivism. The APD is also embarking on a similar technology initiative with the same case management system vendor, Homeland Justice Systems; coordination and

collaboration across departments will provide an opportunity to create technical and operational linkages for more effective and efficient tracking of youthful offenders who transition into the criminal court system following release from LCR.

**Recommendation 3**

Fund a master plan for Log Cabin Ranch to determine the programmatic and capital requirements for a viable facility.

**Response**

*Recommendation partially implemented.* The Juvenile Probation Department sought a master plan in its FY 2012-13 budget and was provided funding for a portion of that master plan - a needs assessment intended to identify the needs of San Francisco's youth as an input to a master plan to address those needs. The needs assessment is due for completion in September 2013. The completed needs assessment will inform the development of the master plan, which has been funded in the FY 2014-15 budget.

**Recommendation 4.1**

Explore possibilities with community organizations and charitable foundations to further the development of Log Cabin Ranch and Hidden Valley Ranch, with the objective of supporting both high-risk and at-risk youth of San Francisco and their families.

**Response**

*Recommendation already implemented.* The department has discussed this issue with the Juvenile Probation Commission and an adhoc subcommittee will be developed later this fall, to work directly with the department to identify and further develop additional partnerships with community organizations, charitable foundations and others interested in supporting the mission of the Juvenile Probation Department.

**Recommendation 4.2**

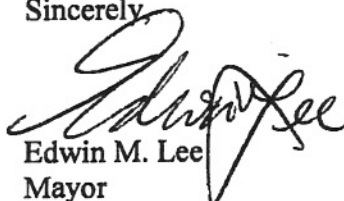
Examine collaboration with regional counties to develop programs to address the needs of high-risk and at-risk youth.

**Response**

*Recommendation requires further analysis.* In recent years, the JPD has reached out to former Probation Chiefs in both Alameda and San Mateo Counties regarding regional strategies designed to work with high-risk offenders. These discussions stalled as the focus shifted to joint funding strategies. Given the new leadership in each of the three counties, an opportunity exists to renew the conversations.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,



Edwin M. Lee  
Mayor

Consolidated Response to the Civil Grand Jury  
August 30, 2013



Allen Nance  
Chief Probation Officer  
Juvenile Probation Department



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