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Susan Jones, Commissioner
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City and County of San Francisco
Juvenile Probation Commission

Allen Nance
Chief Juvenile Probation Officer

July 31, 2018

The Honorable Mayor London Breed
City and County of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Log Cabin Ranch

Dear Mayor Breed:

On June 22, 2018, I authorized the temporary suspension of all program operations at Log Cabin Ranch (LCR) in La Honda in response to the seventh AWOL this year, presenting a risk to public safety and the well-being of the youth in our custody. As a result, nine youth in residence at LCR at the time of the suspension were transferred to Juvenile Hall. Where feasible, LCR staff and programming were also relocated to Juvenile Hall in order to minimize the impact on the youth affected by this transition. All remaining youth's cases are being reviewed to identify the best placement options.

Since its transition in 2010 to the successful Missouri Youth Services Institute Model, LCR has provided a camp-like, nurturing atmosphere in an unlocked environment, for San Francisco's most at risk boys between the ages of 14-18 years old. LCR provides structured, multi-modal treatment and programming focused on rehabilitation, vocational skills and education with a goal of lasting behavioral changes to enable successful re-entry into the community. A Grand Jury report in 2011 strongly endorsed the LCR approach and in FY16-17 only 14% of LCR youth had been found to have committed a subsequent offense within a year of completing the program. Despite these positive results, LCR has struggled to operate at capacity in a cost-effective manner due to a declining number of referrals – in 2017 LCR had an average daily population of 11 youth compared to a rated capacity of 24.

As you are aware, the socioeconomic disparities facing minority inner-city families, many of whom live in public housing and struggle with basic necessities, have resulted in a disproportionate number of youth from these families being involved with the juvenile justice system. Since 2008 through the present, African-American and Hispanic/Latino youth represent on average, 85% of persons served by LCR. The urgency of the situation is clear - without a facility like LCR and programming to specifically address the needs of this population, many of these youth are at risk of spending long periods of time in a locked facility in San Francisco, in the state correctional facility, or being sent to group homes far from their communities and families – options that are less conducive to reducing recidivism and ensuring a successful re-entry into our community than LCR. A recent evaluation of the state correctional facility found that over half of youth released were convicted of a new crime within three years.

During this period of suspended operations, the Juvenile Probation Department and Juvenile Probation Commission are seeking your endorsement of an inclusive consultation process to re-envision the role

and use of LCR by: 1) assessing the current and anticipated need for a custodial program like LCR for San Francisco's juvenile justice youth; 2) assessing the degree to which the current LCR program, referral process and facility can meet these needs; and, 3) identifying alternative sustainable options for addressing these needs through the LCR facility and program or other means.

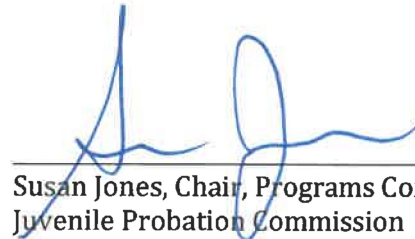
I propose convening an LCR Task Force charged with determining the optimal use of LCR that would yield better outcomes in a cost-effective manner and making an evidence-based recommendation to your office by the end of fiscal year 2018-2019 that is in the best interests of San Francisco's juvenile justice involved youth, their families and all residents. The LCR Task Force would be co-chaired by JPD through the Chief Probation Officer and the Juvenile Probation Commission President or designee, and include representation from law enforcement, juvenile justice partners and stakeholders, as well as members of the community. In order to produce a robust and informed recommendation within this timeframe, we will work closely with the City Administrator and your office to support the Task Force by facilitating stakeholder engagement, conducting a needs assessment, researching current best practices, and providing important context on the trends likely to impact San Francisco's residents and the juvenile justice system.

Re-envisioning LCR presents a unique opportunity for San Francisco to serve as a model for the rest of the nation by providing an evidence-based, progressive alternative confinement for our most underserved and at-risk youth aimed at preventing and reducing crime, thereby improving the life chances for our youth and increasing safety for all of our residents. We appreciate your consideration of this letter and our proposal to convene an LCR Task Force and we look forward to working closely with your office.

Sincerely,



Allen A. Nance
Chief Juvenile Probation Officer



Susan Jones, Chair, Programs Committee
Juvenile Probation Commission

cc: Joseph Arellano, President, Juvenile Probation Commission
Jason Elliott, Chief of Staff
Naomi Kelly, City Administrator
Matthew S. Lee, Deputy City Attorney