

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

November 4, 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 a report on the 2012-2013 Civil Grand Jury Report, "Log Cabin Ranch: Planning for the Future, a Continuity Report."

The Board of Supervisors' Government Audit and Oversight Committee conducted a public hearing on October 10, 2013, to discuss the findings and recommendations of the Civil Grand Jury and the departments' responses to the report.

The following City Departments submitted responses to the Civil Grand Jury (copies enclosed):

- Mayor's Office, dated August 30, 2013, submitted a consolidated response for:
 - a. Juvenile Probation Department
 - b. District Attorney
 - c. Public Defender
 - d. Department of Children, Youth, and Their Families
 - e. Adult Probation(Findings 1, 2, 3.1, 3.2, and 4 and Recommendations 1.1, 1.2, 1.3, 1.4, 2, 3, 4.1, and 4.2)

The Report was heard in committee and a resolution prepared for the Board of Supervisors' approval that formally accepted or rejected the findings and recommendations that required the Board of Supervisors response (copy of Board Resolution No. 361-13 enclosed).

If you have any questions, please contact me at (415) 554-5184.

Sincerely,

A handwritten signature in black ink, appearing to read "Angela Calvillo".

Angela Calvillo
Clerk of the Board

c:
Edwin Lee, Mayor
Members, Board of Supervisors
Martha Mangold, Foreperson, 2012-2013 Civil Grand Jury
Pat Kilkenny, Court Coordinator, Civil Grand Jury
Ben Rosenfield, City Controller
George Gascon, District Attorney
Jon Givner, Deputy City Attorney

Severin Campbell, Budget and Legislative
Analyst's Office
Katherine Short, Budget and Legislative
Analyst's Office
Antonio Guerra, Mayor's Office
Allen Nance, Juvenile Probation Department
Maria Su, Department of Children, Youth, and
Their Families



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Certified Copy

Resolution

130608 [Board Response - Civil Grand Jury Report - Log Cabin Ranch: Planning for the Future, a Continuity Report]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2012-2013 Civil Grand Jury Report, entitled "Log Cabin Ranch: Planning for The Future, A Continuity Report;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Government Audit and Oversight Committee)

10/8/2013 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Chiu, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee

10/18/2013 Mayor - RETURNED UNSIGNED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

November 01, 2013

Date

Angela Calvillo

Clerk of the Board

1 [Board Response - Civil Grand Jury Report - Log Cabin Ranch: Planning for The Future, A
2 Continuity Report]

3 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
4 **and recommendations contained in the 2012-2013 Civil Grand Jury Report, entitled**
5 **“Log Cabin Ranch: Planning for The Future, A Continuity Report;” and urging the**
6 **Mayor to cause the implementation of accepted findings and recommendations**
7 **through his/her department heads and through the development of the annual budget.**

8
9 WHEREAS, Under California Penal Code Section 933 et seq., the Board of
10 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
11 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

12 WHEREAS, In accordance with Penal Code Section 933.05(c), if a finding or
13 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
14 county agency or a department headed by an elected officer, the agency or department head
15 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
16 response of the Board of Supervisors shall address only budgetary or personnel matters over
17 which it has some decision making authority; and

18 WHEREAS, The 2012-2013 Civil Grand Jury Report entitled “Log Cabin Ranch:
19 Planning for The Future, A Continuity Report” is on file with the Clerk of the Board of
20 Supervisors in File No. 130608, which is hereby declared to be a part of this resolution as if set
21 forth fully herein; and

22 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
23 to Finding Nos. 3.1, 3.2, and 4 as well as Recommendations 3, 4.1, and 4.2 contained in the
24 subject Civil Grand Jury report; and

1 WHEREAS, Finding No. 3.1 states: "Log Cabin Ranch has the potential to be a
2 superior facility for San Francisco and regional juvenile commitments;" and

3 WHEREAS, Finding No. 3.2 states: "The lack of a master plan leaves Log Cabin Ranch
4 in a state of uncertainty and prevents a viable, long-term program;" and

5 WHEREAS, Finding No. 4 states: "Creating partnerships with community organizations,
6 foundations, and other jurisdictions to achieve efficiencies, increase programming, and share
7 costs could benefit both San Francisco and the youth residing at Log Cabin Ranch;" and

8 WHEREAS, the Recommendation No. 3 states: "Fund a master plan for Log Cabin
9 Ranch to determine the programmatic and capital requirements for a viable facility;" and

10 WHEREAS, the Recommendation No. 4.1 states: "Explore possibilities with community
11 organizations and charitable foundations to further the development of Log Cabin Ranch and
12 Hidden Valley Ranch, with the objective of supporting both high-risk and at-risk youth of San
13 Francisco and their families;" and

14 WHEREAS, the Recommendation No. 4.2 states: "Examine Collaboration with regional
15 counties to develop programs to address the needs of high-risk and at-risk youth;" and

16 WHEREAS, in accordance with Penal Code Section 933.05(c), the Board of
17 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
18 Court on Finding Nos. 3.1, 3.2, and 4 as well as Recommendations 3 and 4 contained in the
19 subject Civil Grand Jury report; now, therefore, be it

20 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
21 Superior Court that it agrees with Finding 3.1; and, be it

22 FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge
23 of the Superior Court that it partially disagrees with Finding 3.2 for reasons as follows: A
24 needs assessment to identify the needs of San Francisco youth was determined to be an
25 important precursor to the Log Cabin master plan. The needs assessment was funded in the

1 Juvenile Probation Department's (JPD) FY2012-2013 budget and is scheduled to be complete
2 in September 2013. The completed needs assessment will inform the development of the
3 master plan, which has been funded in the FY2014-2015 budget; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors reports that it agrees with
5 Finding 4; and, be it

6 FURTHER RESOLVED, That the Board of Supervisors reports that it requires further
7 analysis for Recommendation 3 for reasons as follows: the Board will work with the
8 appropriate departments and offices to explore establishing a process for drafting a master
9 plan for the Log Cabin Ranch; and conduct this within six months of the publication of the Civil
10 Grand Jury report, from June 26, 2013 to no later than December 26, 2013; and, be it

11 FURTHER RESOLVED, That the Board of Supervisors reports that it has implemented
12 Recommendation 4.1 as follows: the Department has discussed this issue with the Juvenile
13 Probation Commission and an ad hoc subcommittee will be developed later this fall to work
14 directly with the Department to identify and further develop additional partnerships with
15 community organizations, charitable foundations and others interested in supporting the
16 mission of the Juvenile Probation Department; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors reports that it requires further
18 analysis for Recommendation 4.2 for reasons as follows: the Board will work with the
19 appropriate departments and offices to explore the collaboration with other counties; and
20 conduct this within six months of the publication of the Civil Grand Jury report, from June 26,
21 2013 to no later than December 26, 2013; and, be it

22 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
23 implementation of accepted findings and the recommendation through his/her department
24 heads and through the development of the annual budget.

25



City and County of San Francisco
Tails
Resolution

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 130608

Date Passed: October 08, 2013

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2012-2013 Civil Grand Jury Report, entitled "Log Cabin Ranch: Planning for The Future, A Continuity Report," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

September 26, 2013 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE


September 26, 2013 Government Audit and Oversight Committee - RECOMMENDED AS AMENDED

October 08, 2013 Board of Supervisors - ADOPTED

Ayes: 11 - Avalos, Breed, Campos, Chiu, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee

File No. 130608

I hereby certify that the foregoing Resolution was ADOPTED on 10/8/2013 by the Board of Supervisors of the City and County of San Francisco.




Angela Calvillo
Clerk of the Board

Unsigned
Mayor

October 18, 2013
Date Approved

I hereby certify that the foregoing resolution, not being signed by the Mayor within the time limit as set forth in Section 3.103 of the Charter, or time waived pursuant to Board Rule 2.14.2, became effective without his approval in accordance with the provision of said Section 3.103 of the Charter or Board Rule 2.14.2.



Angela Calvillo
Clerk of the Board



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

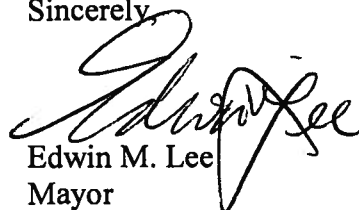
Examine collaboration with regional counties to develop programs to address the needs of high-risk and at-risk youth.

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



Wendy Still
Chief Adult Probation Officer
Adult Probation Department



George Gascon
District Attorney



Maria Su
Director
Department of Children, Youth, and their Families