

File No. 110815

Committee Item No. 3

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Government Audit & Oversight

Date: October 13, 2011

Board of Supervisors Meeting

Date: _____

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Completed by: Andrea S. Ausberry

Date October 6, 2011

Completed by: _____

Date _____

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.



SFUSD SAN FRANCISCO
PUBLIC SCHOOLS

ANGELA MILLER
Assistant General Counsel
SFUSD Legal Dept.
(415) 241-6054 • Fax (415) 241-6371

San Francisco Unified School District • 555 Franklin Street • San Francisco, California 94102

September 8, 2011

San Francisco Board of Supervisors
c/o Clerk of the Board, Angela Calvillo
1 Dr. Carlton B. Goodlet Place
Room 244
San Francisco, CA 94102-4689

RECEIVED
BOARD OF SUPERVISORS
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Dear Ms. Calvillo:

Attached please find an information copy of the San Francisco Unified School District's response to the 2010-2011 Civil Grand Jury Report entitled "*Log Cabin Ranch Moving Towards Positive Horizons*" which was released on July 5, 2011. The attached document responds to the findings and recommendations in the civil grand jury report as required by California Penal Code Sections 933 and 933.05.

Sincerely,

Angela Miller, Assistant General Counsel

Encl.

File No. 110915



SFUSD SAN FRANCISCO
PUBLIC SCHOOLS

Office of the Superintendent
555 Franklin Street, 3rd Floor | San Francisco, CA 94102
PH: (415) 241-6121

September 8, 2011

Hon. Katherine Feinstein, Presiding Judge
Superior Court of California, County of San Francisco
Department 206
400 McAllister Street
San Francisco, CA 94102-4514

Dear Judge Feinstein:

On behalf of the Board of Education and the San Francisco Unified School District, I enclose the San Francisco Unified School District's response to the 2010-2011 Civil Grand Jury Report entitled "*Log Cabin Ranch Moving Towards Positive Horizons*" which was released on July 5, 2011. The attached document responds to the findings and recommendations in the civil grand jury report as required by California Penal Code Sections 933 and 933.05.

Sincerely,

Carlos A. Garcia
Superintendent of Schools

Cc: San Francisco Board of Education
San Francisco Board of Supervisors
County of San Francisco Office of the Grand Jury

Encl.

**SAN FRANCISCO UNIFIED SCHOOL DISTRICT RESPONSE TO 2010-
2011 CIVIL GRAND JURY REPORT
(LOG CABIN RANCH: MOVING TOWARDS POSITIVE HORIZONS)**

For each Finding of the Civil Grand Jury, the response must either: (1) agree with the finding, or (2) disagree with it, wholly or partially, and explain why. For each Recommendation made by the Civil Grand Jury, the responding party must provide one of the four responses:

Response One: the recommendation has been implemented, with a summary explanation of how it was implemented;

Response Two: the recommendation has not been implemented, but will be implemented in the future, with a time frame for the implementation;

Response Three: the recommendation requires further analysis, with an explanation of the scope of that analysis and a time frame for the officer or agency head to be prepared to discuss it (less than six months from the release of the report); or

Response Four: the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why that is.

FINDINGS

Finding #7: Current vocational programs offered at the Ranch set up the residents for disappointment because permanent jobs are not available in those areas of training. Additionally, training is not adequate for entry level positions.

Response: The District disagrees that jobs are not available in the areas of training provided at Log Cabin Ranch. The Conservation Corps provides carpentry, construction, and landscape training to all students and forklift training for students who are 18 and over, and there are jobs available in these areas of training. However, the District agrees that the training provided at Log Cabin Ranch is not adequate for entry level positions in the construction industry. There are transition opportunities for students after they leave Log Cabin through the Conservation Corps to attend job readiness programs at GoodWill Industries and Asian Neighborhood Design.

Last year, there were 12 pupils enrolled at Log Cabin Ranch. Currently, there are 24 students enrolled. Due to the limited enrollment at the site, as well as limited resources overall, Log Cabin Ranch does not possess a vocational program that provides entry-level training. However, the District does provide transition support, through a dedicated employee along with weekly case meetings with Juvenile Probation and SFUSD staff, to students who are leaving Log Cabin to assist them to either return to SFUSD schools, or to participate in other educational or vocational training programs if they graduate from Log Cabin.

Notably, SFUSD comprehensive schools do not currently have any vocational programs that provide training adequate for entry level employment positions. However, this year the District began development of a Career Technical Education (CTE) pathway with the

students participate in urban gardening and some of the produce is sold at the farmers market in Laguna Honda and used in organic cooking at the site.

The District is working to integrate SFUSD academic instruction at Log Cabin with the hands-on activities initiated by these organizations. Additionally, the District has hired a dedicated teacher in the CTE office who is developing the first apprenticeship program in SFUSD in collaboration with the Public Utilities Commission, to establish a pipeline to employment at the PUC. SFUSD students, including those who matriculate from Log Cabin Ranch, will be eligible to participate in this pathway.

SFUSD is also in its first year of implementing a College Career Curriculum called Plan Ahead. The Plan Ahead curriculum exposes students to the graduation requirements, the entrance requirements for the University of California system, as well as activities where students research and plan the post secondary options for careers of interest. Teachers at Log Cabin are included in this training and curriculum.

Recommendation #9: SFUSD should explore additional educational options that would challenge all Log Cabin Residents. These options could include programs such as the "Big Picture" model currently used at San Francisco court-appointed schools or a charter school scenario.

Response: Response One: The District has implemented this recommendation by assigning a new teacher to Log Cabin Ranch who is fully trained in the Big Picture model. This teacher is charged with integrating relevant aspects of the Big Picture model into the curriculum at Log Cabin Ranch.

The former principal of the Principals Center Collaborative (PCC) was fully trained in the Big Picture model when it was adopted at that school site last year. The former principal transferred to Log Cabin Ranch as a lead teacher starting in August 2011, and will be working to bring some of the project-based elements of the Big Picture model into the existing Missouri model at Log Cabin. This integration includes the development of hands-on projects and curriculum that link academic instruction to the vocational learning that occurs through Urban Sprouts and the Conservation Corps.



**City and County of San Francisco
Juvenile Probation Department**

William P. Siffermann
Chief Probation Officer

375 Woodside Avenue
San Francisco, CA 94127
415/753-7556

October 3, 2011

Government Audit and Oversight Committee Members

Supervisor David Campos
Chair

Board President David Chiu
Committee Member

Supervisor Mark Farrell
Committee Member

City and County of San Francisco
City Hall – Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA. 94102

Dear Chairman Campos and Committee Members:

Having been informed that the Government Audit and Oversight Committee will be convening a hearing on the **2010-2011 Civil Grand Jury Report entitled “Log Cabin Ranch – Moving Towards Positive Horizons”** on Thursday, October 13, 2011, the Juvenile Probation Department stands ready to offer testimony in response to its findings. We also welcome this opportunity to provide the Committee with a summary of our current Log Cabin Ranch operation, and to share our vision of the future for this valuable component of the San Francisco Juvenile Justice System. I have attached a copy of a recent Log Cabin Ranch Program Update for your review.

I trust that you have already been provided with copies of the both the Civil Grand Jury’s Report and our Department’s response to their findings. If, after your review of these documents, you have any specific areas of inquiry that you would like us to address during our presentation, please ask your legislative aide to convey those to me and I will make sure our comments are responsive to your concerns.

Thank you for your continued interest in the work of the Juvenile Probation Department. We look forward to our appearance before your Committee on October 13th.

Sincerely,

William P. Siffermann
Chief Probation Officer

C: Allen Nance, Assistant Chief Probation Officer
Allison Magee, Deputy Director



San Francisco Juvenile Probation Department Log Cabin Ranch Update

Last year JPD initiated a series of programmatic enhancements at its Log Cabin Ranch facility. The enhancements were developed around JPD's replication of the Missouri Model, the national best practice for the operation of juvenile detention and camp facilities. The core component of the Missouri approach is the shift in focus from a rule-based compliance model to one of self reflection and group process for residents.

JPD's adaptation of the Missouri Model included more than staff trainings. JPD has developed and implemented a wide range of programmatic, procedural, and operational changes at LCR that strengthen interactions with residents and families, increase transparency and communication amongst staff, and most importantly prioritize reentry and transition planning for youth and their families. In addition, JPD has completed a series of facility upgrades to support the new model and foster a more nurturing and therapeutic environment for residents. Specific changes include the following:

Programmatic Changes

San Francisco Conservation Corps- JPD has contracted with the San Francisco Conservation Corps (SFCC) to establish on-site project based learning opportunities for LCR youth. Projects improve the LCR campus and incorporate life skills with the introduction of hard and soft job skills for participants. JPD's partnership with SFCC includes a coordinated transition to SFRAMP for eligible graduating residents.

Urban Sprouts- In partnership with the SFCC, Urban Sprouts has worked with residents to design and construct a kitchen garden. Residents manage their own planter boxes as well as a communal garden and fruit orchard. Similar to the "Edible Schoolyard" model, the program also teaches residents about the nutritional value of the produce they grow and how to prepare healthy snacks and meals. Produce grown by the youth is also incorporated into the regular meals served by LCR kitchen staff.

Integrated Curriculum- The San Francisco Unified School District (SFUSD), SFCC, and Urban Sprouts have collaborated to create an integrated curriculum model at LCR. Each agency shares its curriculum and coordinates in the development of lesson plans. In doing so, themes taught in the classroom are reinforced in the field, consistent with national trends in the project-based learning approach.

Workforce Programming- Using State grant funds, JPD funded a designated number of workforce training and placement slots with five leading workforce programs in San Francisco. The slots, held exclusively for youth returning from LCR and out-of-home placements ensure an immediate and seamless placement into a workforce program upon graduating from Log Cabin Ranch.

Multi-Systemic Therapy- In partnership with DPH, JPD has introduced Multi-Systemic Therapy (MST) to LCR. An evidence based practice, MST uses a "step-down" approach for youth preparing to transition back into the community.

Expanded Clinical Services- DPH has added a staff clinician to provide expanded therapeutic support to LCR. All residents now receive weekly individual and group therapies.

Substance abuse programming- JPD is working with DPH to expand an existing contract for clinical substance abuse programming to include on-site services for LCR youth. In the past, LCR has relied on volunteer programs such as Alcoholics Anonymous to facilitate substance abuse programs. However, more intensive clinical programming is necessary to respond to needs of many LCR residents. Clinical programming is expected to begin in January 2011.

Procedural Changes

Case Review Team Meetings- A Case Review Team (CRT) has been established to review the progress of every resident periodically over the course of their stay. The CRT is comprised of representatives from each of the City departments and contracted agencies working with the residents at LCR. During the meetings, goals and objectives are established, evaluated, and modified to support the ongoing progress of each resident. Feedback is also provided to residents so that they may gauge their progress and enhance their LCR experience. The CRT makes recommendations for consideration by the San Francisco Superior Court, regarding resident furloughs, home visits, and ultimate graduation from the program.

Aftercare Meetings- Similar to the CRT, the Aftercare Team is comprised of key personnel from various City departments and community-based organizations. The team meets weekly to support and track the implementation of each youth's aftercare plan which includes educational, vocational, recreational, and clinical, services for each resident. Plans are reviewed with parents and/or guardians to ensure their ongoing support.

Operational Changes

Cohort Based- Key to the Missouri Model, LCR residents are grouped into cohorts of 10 to 12 youth. Unique schedules and living spaces have been established for each group so that they may participate in counseling, meals, and vocational and educational programming together and independently from other groups of residents. JPD piloted the new program with one group of youth. This fiscal year, a second cohort of youth was introduced to LCR. JPD hopes to continue to introduce additional cohorts of youth to LCR over the next two years, until it reaches its capacity of 50 youth.

Additional Staff- To meet the needs associated with the second cohort, LCR hired two additional counselors and an additional senior counselor. Only three positions were needed to expand the population, and the new positions were funded with state grant funds.

Increased Accountability- With the implementation of the new program, JPD has also increased its level of oversight and support for LCR staff and managers. Unlike past practice, all LCR employees participate in regular staff and team meetings. Counselors have greater access to training, and a new surveillance system has been placed in the dorm. In addition, JPD is working with the Missouri Youth Services Institute (MYSI) to review and revise its management structure at LCR to create a more efficient and effective operation. MYSI will work with JPD to redefine job descriptions, reporting structures, and shift schedules.

Physical Improvements

Dorm Renovation- In July of 2009 JPD renovated the LCR dorm to create a more nurturing, home like environment for residents. The results are a dramatically different space, and illustrate the end of a long era of neglect for LCR.

Recreation Hall and Library Renovations- JPD painted and carpeted the recreation hall and library for LCR residents. The library expanded its book collection and introduced multi-media resources such as podcasts. The new space further emphasizes the critical role that physical surroundings play in establishing a sense of safety and order.

Dining Hall Remodel- In the past, residents sat in small groups of five during meal times. Staff ate at separate tables, and no talking was allowed while eating. With the new program, LCR has introduced a family style eating environment where all staff and residents eat together in long traditional dining tables. JPD recognizes that like in any home, meal time discussions are essential to a young person's greater intellect and engagement.

Next Steps

All of the changes made to date were based on recommendations made by the Log Cabin Ranch Planning Committee, a group of system stakeholders including the Public Defender's Office, the Superior Court, the District Attorney's Office, DPH, and SFUSD. This group was established to lead and support the ongoing changes at LCR and is expected to continue to play a critical role in its development.

Many of JPD's stakeholders also support LCR through direct programming and services. DPH, SFUSD, and the Public Library have all expanded their commitment to the Ranch through increased resources and a tremendous willingness to partner with JPD in its efforts.

JPD is pleased with the successful efforts made at LCR to date. The California Corrections Standards Authority has taken note of the work at Log Cabin, as has the U.S. Office of Juvenile Justice and Delinquency Prevention and multiple jurisdictions across the state. However, the Department recognizes that much work is to be done before LCR will become a national model. Primarily, the program must grow to its full capacity. While this may be the most challenging task due to the projected budget deficit, it is perhaps the most important to establishing a robust program and determining meaningful results. JPD has received grant funds to conduct a full cost-benefit analysis comparing the various dispositional options for San Francisco Youth. That document will be a valuable resource in the Department's efforts to show the true long-term costs associated with various dispositional options including LCR. In the meantime, JPD is preparing to request funds to support a third cohort of youth in the next fiscal year.

Log Cabin Ranch Dorm Renovation

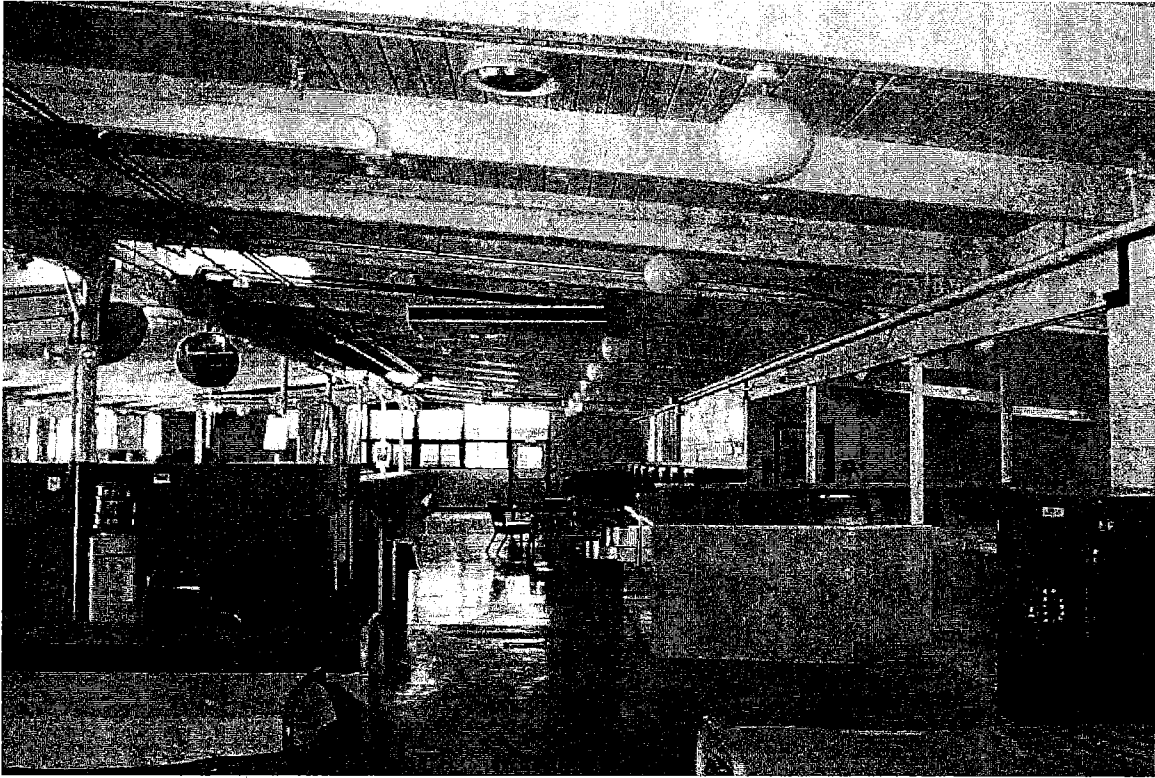
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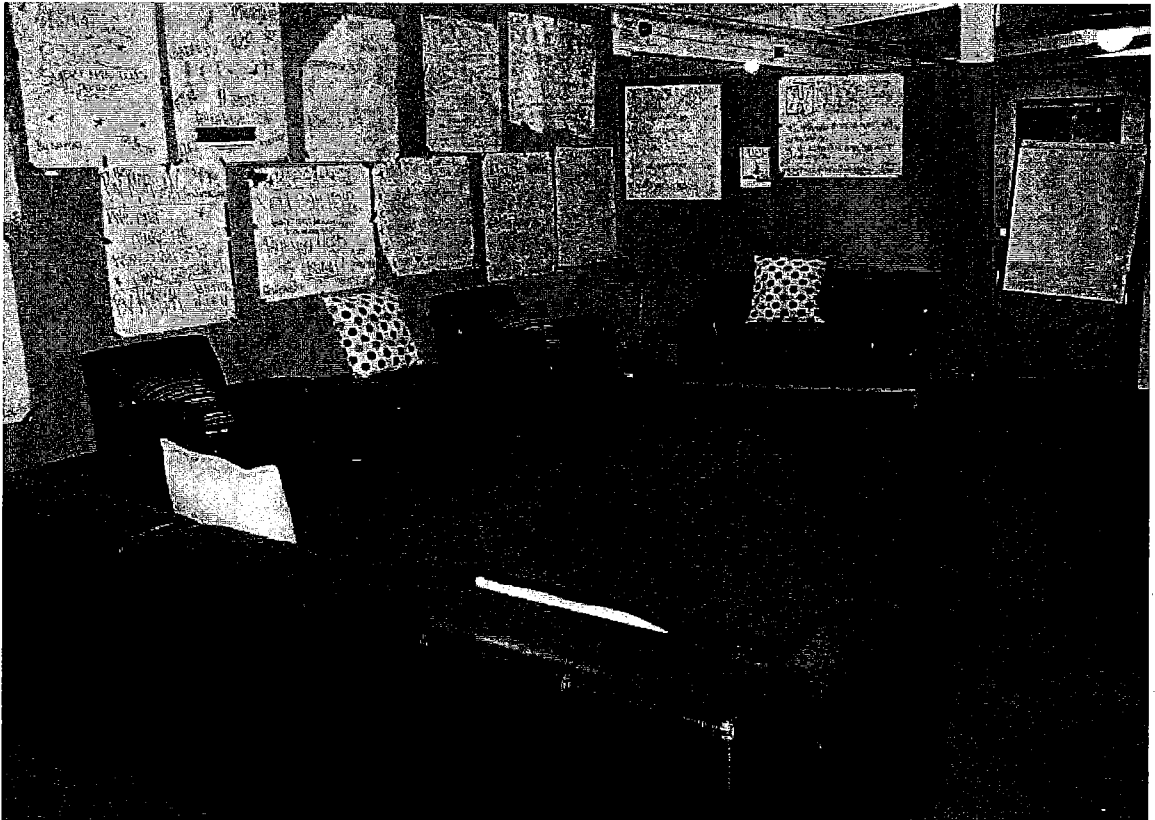
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CITY AND COUNTY OF SAN FRANCISCO
JUVENILE PROBATION DEPARTMENT

Response to 2010–2011 Civil Grand Jury Report
"Moving Towards Positive Horizons"

Submitted by
William P. Siffermann, Chief Probation Officer

INTRODUCTION:

The Juvenile Probation Department is pleased to offer this response to the findings and recommendations contained in the report entitled "*Log Cabin Ranch – Moving Toward Positive Horizons*" prepared by the 2010-2011 Civil Grand Jury of the Superior Court, City and County of San Francisco. The Department has invested a tremendous amount of time and effort into the reformation and rehabilitation of the Log Cabin Ranch facility and programs, in recognition of the critical role the facility and its programs play in the City's juvenile justice continuum of services. In the Department's 2005 response to the Civil Grand Jury report, a vision for comprehensive reform was advanced with specific goals designed to, "*to provide comprehensive rehabilitative services to juveniles within the sound framework of enhanced public safety.*" The department immediately proceeded to conduct a literature search in order to identify the most promising practices available to achieve the goals of the city and its stakeholders. Stakeholders representing each of the juvenile justice practitioners were invited to the table to embark upon a detailed and arduous process to identify the priorities for the facility, reaffirm our collective commitment to Log Cabin Ranch as a viable dispositional option available to the courts, and to map out a specific strategy and implementation plan. While much has been achieved, there is still much to do. The department remains committed to dedicated, focused, and consistent leadership to create the best possible outcomes for every youth committed to Log Cabin Ranch, while demonstrating the value and worth of the city's investment in the facility. On behalf of the Department, its staff, and the many youths served by juvenile probation we express our gratitude and appreciation for the detailed and thorough analysis conducted by the Civil Grand Jury and its comprehensive report.

RESPONSE TO FINDINGS:

- 1. The current educational program does not take advantage of the beautiful natural environment of the site, which offers multiple hands-on teaching opportunities.***

AGREE IN PART

Log Cabin Ranch (LCR) sits on over 640 acres of land located in La Honda, California within the County of San Mateo. The campus is surrounded by lush green forests containing a variety of flora and fauna. Over the course of the past two years, the residents have participated in a number of projects that utilize the natural resources available on the grounds. These include the creation of two garden areas one of which includes a fruit tree orchard. Secondly, the residents have begun landscaping a community area that will be used for picnics, family visits, group sessions, presentations and other community events. The residents have taken pride in the creation of a natural pond that is being designed, sculpted, and built within the naturally occurring landscape. Thirdly, residents have participated in nature hikes within the woods that provide them with an opportunity to explore the plants that are indigenous to the area as well as the local wildlife. In addition to the hummingbird project identified in the Civil Grand Jury report, the residents completed several key art projects using materials found within and on the grounds of LCR. Their artwork was placed on display at the Zeum Children's Museum over this past summer.

- 2. Thorough and meaningful program evaluation based upon solid data about Log Cabin residents following graduation is needed. The Grand Jury acknowledges that the improved Log Cabin Ranch program does not currently provide sufficient data about its graduates. However, program assessment based upon such data is sorely needed.***

AGREE

One of the most basic and fundamental tenants of any quality correctional program rests in the ability to measure and evaluate the fidelity of the service delivery as well as the outcomes for the program participants. While the department tracks very closely, the outcomes of each program resident inclusive of their progress in aftercare and reentry, clearly an independent evaluation of the program is necessary. The department will continue to work within the framework of the city budget as well as exploring opportunities in conjunction with our philanthropic partners to fund a thorough and comprehensive program evaluation.

- 3. Log Cabin Ranch needs an effective "Enterprise Program" which could generate additional operational and programmatic revenue.***

AGREE IN PART

The Department agrees that an opportunity to generate revenue that directly benefits the residents and expands the capacity to enhance the programs is a great idea. We have seen through the partnership with the San Francisco Conservation Corps that the residents have the ability to learn construction skills that are demonstrated through products with professional grade quality and workmanship. However, given the programs limitations in the number of residents that can be admitted to LCR at any given time, the program does not have the capacity to develop and sustain the production volume necessary to make such an endeavor profitable. As the volume of residents increases, an effective enterprise program should be considered.

- 4. Despite well intentioned efforts there still remain "turf battles" among the stakeholders.*

DISAGREE IN PART

The Department believes that the Juvenile Justice system has experienced a prolonged 'crisis in confidence' based on long-held beliefs, opinions, and philosophical differences that have been perpetuated over the decades. Unfortunately, this culture has permeated the various agencies for far too long and continues to manifest itself in contested dispositions, disagreements regarding programmatic initiatives, and in this case, feedback to the Civil Grand Jury. On the positive side, the department believes that it has developed many positive and effective relationships with all of the stakeholders and believes that the stakeholders have generally collaborated in good faith around the changes at LCR. The department remains committed to improved relationships amongst the stakeholders and will continue to listen to and consider constructive feedback where the preponderance of benefit is in favor of the youths we serve.

- 5. Due to the age of the buildings (circa, 1950), structural improvements to the Ranch are greatly needed.*

AGREE

The Department agrees that structural improvements are greatly needed at LCR. While some "cosmetic" improvements such as painting, window replacement, heating and ventilation installation, and new furnishings, have greatly improved the quality of life and the environment for both residents and staff, it is clear that the aging and dilapidated buildings require significant renovation. Each year, the juvenile probation department includes significant areas of improvement in its contributions to the city's capital plan. We are committed to ongoing and continual efforts to secure resources to address the physical structures and systems throughout the campus. Ideally, an on campus transition house where parents and young residents can reunite in advance of the youths' discharge from the facility would offer opportunities for

gradual reentry into the community as well as intensive family counseling sessions over an extended period of time.

- 6. The Grand Jury believes that the Log Cabin Ranch is under-utilized and the recent positive programmatic changes warrant expansion to maximum capacity.***

AGREE

The Department agrees that the facility is currently under utilized. However, the ability to expand the number of residents currently served also requires additional LCR counselors, contractual resources, auxiliary staff, and further facility renovations. Ideally, the facility could focus the development of treatment groups based on age and intensity of service need. This approach could lead to the development of differential program options that would likely lead to variances and the lengths of stay as well as targeted interventions based on the needs of a particular cohort.

- 7. Current vocational programs offered at the Ranch set up the residents for disappointment because permanent jobs are not available in those areas of training. Additionally, training is not adequate for entry level positions.***

DISAGREE

The department does not agree that the current vocational programs offered at the ranch set residents up for disappointment because permanent jobs are not available in those areas of training. The construction trades remain one of the critical industries in the American economy. However, given the current global and national economic challenges, employers are finding it difficult to hire skilled and entry-level employees in most trades and professions. While we recognize that this presents a very real challenge for residents returning to the community, the problem is not unique to LCR or its residents. Further, while it may be more marketable to focus the trade development on specialized skills, the goal of the current vocational skills development programs focuses on providing residents with a variety of skills related to construction. In addition, given the limited time a youth is in residence at LCR, the focus of their competency and skill development is soft skills as well as technical skills related to employment. In many cases, the minor's participation in the LCR program prepares them to participate in SF RAMP, or other training programs where they can further enhance their knowledge, and skills while further enhancing their employability.

- 8. In the opinion of the Grand Jury, not all members of the Log Cabin Ranch staff have fully embraced the tenets of the Missouri Model.***

AGREE

The department agrees with this opinion. However, it is difficult to assess the degree to which an individual employee or agency worker has "fully embraced" the tenets of any policy, program, or departmental philosophy. However, the degree to which the department establishes and advances the expectations for its employees and partners, as measured by compliance with stated policies and procedures is an indicator of the level of fidelity that exists in the model adopted by San Francisco on which the department believes it can confidently rely. The department supports ongoing training and refresher courses focused on the Missouri Model. The department also recognizes that a programmatic shift of this magnitude requires ongoing and consistent efforts to train and supervise everyone with responsibility to support the program.

9. The basic high school program in its current form offers a limited education curriculum.

AGREE

The department has already provided the school district with feedback regarding the need to expand the educational offerings available to LCR. The district has assigned a new teacher to LCR who is highly qualified, creative, and motivated to teach at LCR. This teacher has already begun teaching a foreign language to the students and has experience with the "Big Picture" school model.

10. The Juvenile Collaborative Reentry Program is currently only available to youth returning from out-of-home placements such as Glen Mills and George Junior Republic. This very successful program should also be available to students reentering from the Log Cabin Ranch.

WHOLLY DISAGREE

The Juvenile Collaborative Reentry Team is a concept that is currently grant funded to serve clients represented by the Public Defender's Office who are returning from group homes or out of home placement. The team periodically confers with the group homes where minors are placed, often out of state, and creates case plans that are implemented once the youth returns home. The team is comprised of case managers, social workers, and a probation officer and an attorney from the public defender's office. This model is currently in its infancy and has not yet been evaluated to determine its overall efficacy.

Response to Recommendations

- 1. Increase collaboration among the San Francisco Conservation Corps, the San Francisco Unified School District and Urban Sprouts to develop projects which utilize the natural environment for outdoor education opportunities including gardening, landscaping, native plant restoration, pond maintenance, creek habitat restoration, trail creation and hiking.**

This recommendation has not been implemented but will be implemented within the next 60 days. Future projects of the upcoming fiscal year include the development of rainwater capture containers that will provide water for the vegetable gardens and orchard. In addition, the facility plans to create nature and hiking trails throughout the wooded areas adjacent to the main campus. We look forward to reporting on our progress in the near future.

- 2. As sufficient data becomes available, establish relationships with local graduate schools in disciplines such as Social Work and Psychology who may be able to assist with outcome assessment and evaluation as there are a number of thesis topics for their students.**

This recommendation requires further analysis in order to determine, secure, and allocate the funds necessary to support the assessment and evaluation. Given the potential fiscal implications of an initiative of this nature, implementation of an action plan may need to occur in conjunction with the department's next budget submission. Further, the analysis will help in the determination of the most appropriate discipline and partners needed to help the Department achieve its goal of thorough and meaningful evaluation of its LCR programs. We have already begun exploration of a cost benefit analysis that should help the department to better understand the effectiveness of the Log Cabin Ranch programs as compared to the costs associated with recidivism as measured by re-arrests and sustained petitions, and the utilization of out of home placements.

- 3. Explore the possibilities of developing a contractual relationship with both the San Francisco Department of Public Works and the Department of Parks and Recreation for Log Cabin Ranch to sell to them benches and picnic tables made at the Ranch for use on City streets and in City parks.**

The recommendation will not be implemented at this time as it is not reasonable. The current LCR program does not have the capacity to sustain an enterprise operation given the number of residents in the facility, graduation rates, and the learning curve associated with new commitments to LCR. In addition, current program priorities associated with the San Francisco Conservation Corps work plan and the scope of work for fiscal year 2011-2012 has already been identified.

4. ***The Log Cabin Ranch Planning Committee, which currently meets on an ad hoc basis, should become a permanent committee, meeting quarterly to build on its original success. The committee should be used as a forum to discuss and address long held negative biases and "turf-battles" among the stakeholders. Further tasks could include: (1) exploring the expansion of involvement of community-based organizations with the Ranch; (2) exploring and seeking additional funding opportunities from private foundations and other sources; and, (3) expanding and broadening the vocational opportunities currently offered at the Ranch.***

This recommendation has not been implemented, but will be implemented within the next 90 days. The Department believes that the LCR planning committee should be reconvened on a quarterly basis to discuss the program operations including opportunities to expand the role of community-based organizations, explore additional funding opportunities, and advance ideas related to expanded vocational offerings. The planning committee can also serve as an effective vehicle for communication and a forum to discuss problems identified by individual stakeholders.

5. ***The Mayor and the Board of Supervisors should immediately provide capital funding for long neglected infrastructure needs.***

[Response to this recommendation will be provided by the Office of the Mayor and the Board of Supervisors]

6. ***The Mayor and the Board of Supervisors should support funding for a third cohort in the fiscal year 2011-2012 budget cycle, and for a fourth cohort in the 2012-2013 budget cycle.***

[Response to this recommendation will be provided by the Office of the Mayor and the Board of Supervisors]

7. ***Vocational and apprenticeship programs should be developed in fields such as auto mechanics, metal working and welding, pipe fitting, solar panel installation or other union-affiliated positions.***

This recommendation requires further analysis. The Department must explore various trades to determine which will be the best fit given the facility infrastructure, resident skill capacity, and technical and resource requirements associated with an effective implementation plan. The Department supports the development of vocational and apprenticeship programs that will

offer youths with opportunities to learn highly marketable skills in areas associated with green technologies, and other trades.

- 8. There should be regular on-going training in the "Missouri Model" for all Ranch employees, regardless of their classification or department affiliation. Employee evaluations should include an assessment of the employee's ability to properly utilize the model in his/her interactions with the residents. For the Ranch to be successful all stakeholders must be using the same language and be on the same philosophical path.**

This recommendation has not been implemented but will be included in the Department's current year training plan. It should be noted that the Department embarked upon a very aggressive training plan for fiscal year 2010-2011 that included a variety of topics designed to enhance the clinical skills of the counseling staff. Many of these training sessions were open to therapists, educators, and program agency employees. In addition, the department worked with the Missouri Youth Services Institute following the initial training sessions to provide the LCR staff with a refresher course in the model. Again, the department fully agrees that this training should be expanded to reach all service providers with an appropriate introduction, overview, and information regarding the application of the Missouri Youth Services Institute model as adopted by LCR.

- 9. The San Francisco Unified School District should explore additional educational options that would challenge all Log Cabin Residents. These options include programs such as the "Big Picture" model currently used at court-appointed schools or a charter school scenario.**

[Primary response to this recommendation will be provided by the San Francisco Unified School District.]

The Department agrees with this recommendation. When the Department changed its service delivery model in 2009, it also developed a focus on a service learning model that takes advantage of the "outdoor classroom." The partnerships with Urban Sprouts, and the San Francisco Conservation Corps provides an opportunity for integrated lesson plans and curricula that is supported by the school district and the other agency partners. For example, math taught in the classroom is then used in the construction projects; science lessons in the classroom become the basis for discussions and observations that take place in the garden. At the same time, the department recognizes that LCR residents have varying degrees of academic knowledge and aptitude. Therefore, the educational programs must be dynamic and

individualized in order to meet the unique needs of each student. The department is open to opportunities to explore other educational models that may be well-suited for LCR.

10. Log Cabin Ranch should develop a speakers' bureau and/or mentorship program that would bring people to the Ranch to share information about various occupations and the positives and negatives of those occupations.

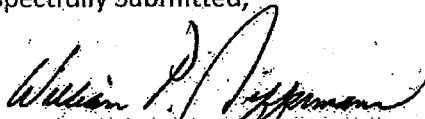
This recommendation requires further analysis to determine the staffing resources associated with the development, training, and sustainability of a meaningful speakers' bureau and/or mentorship program as framed in the recommendation. The Department does not disagree that a speakers' bureau and/or mentorship program could be beneficial to the residents at the ranch. Although, in the absence of such a program, the Department in conjunction with the Youth Guidance Improvement Committee conducted two major job and resource fairs where individuals from a variety of professions and agencies came to LCR and met with residents, provided information, answered questions and offered their services to the residents. In addition, a ½-day Men's conference was convened on a Saturday where community members visited LCR and made presentations to the residents as well as provided inspirational and motivational messages designed to engage the residents and develop meaningful connections, with possibilities for continued relationships that extend back into the community. The department is open to further exploration of this concept.

11. The Juvenile Probation Department should immediately seek either City or grant funding to expand the Juvenile Collaborative Reentry Team program to include youth reentering society from the Log Cabin Ranch.

This recommendation is not warranted at this time. It would be unwise to expand or attempt to replicate the Juvenile Collaborative Reentry Team (JCRT) model until a proper evaluation can be completed. In addition, Log Cabin Ranch has a far more robust and dynamic process to engage all youths with no limitations based on legal representation. The youth and caregiver can meet with a multi-discipline team that is actively involved in the youth's treatment plan throughout his stay at LCR. The young person attends the meeting and is an active participant throughout the entire process. This same team works with the youth and family through the case review team process to develop a meaningful aftercare plan and reentry strategy. Once the youth is returned to the community, an after review team comprised of the minor's therapist from LCR, an occupational therapist, the job placement counselor, assigned probation officer, Multi-systemic therapist or Youth Transition Specialist all meet weekly to review the youth's progress in aftercare, modify the case plan, and provide the youth and family with necessary supports until the wardship ends. All of the participants in the youth's aftercare process have had an opportunity to work with the youth while at LCR and provide a seamless transition in their

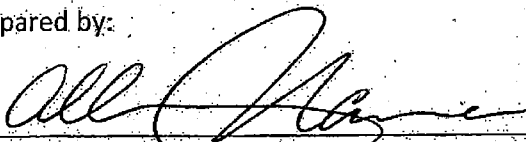
service delivery once the minor returns to the community. Evaluation of the current case review and aftercare team models should occur prior to consideration of a new model.

Respectfully Submitted,



William P. Siffermann, Chief Probation Officer

Prepared by:



Allen A. Nance, Assistant Chief Probation Officer

August 30, 2011-aan



George Gascón
District Attorney

August 26, 2011

The Honorable Katherine Feinstein
Presiding Judge of the Superior Court
400 McAllister Street, Department 206
San Francisco, CA 94102

Re: San Francisco Civil Grand Jury Report Response

Dear Judge Feinstein:

I write to respond to the San Francisco Civil Grand Jury Report entitled "Log Cabin Ranch Moving Towards Positive Horizons." Pursuant to California Penal Code Section 933.05, I provide the following formal response on behalf of the District Attorneys' Office (SFDA).

Finding 4: Despite well intentioned efforts there still remains "turf battles" among the stakeholders.

SFDA Response: The SFDA lacks sufficient information to agree or disagree with this finding.

Recommendation 4: The Log Cabin Planning Committee, which currently meets only on an ad-hoc basis, should become a permanent committee meeting quarterly to build on its original successes. The Committee should be used as a forum to discuss and address long held negative biases and "turf battles" among the stakeholders. Further tasks could include: (1) exploring the expansion of involvement of community-based organizations with the Ranch; (2) exploring and seeking additional funding opportunities from private foundations and other sources; and (3) expanding and broadening the vocational opportunities currently offered at the Ranch.

SFDA Response: This recommendation has not been implemented, but will be implemented within the next three months. Representatives of the SFDA, Juvenile Probation Department and Public Defender's Office have conferred and agreed that the Log Cabin Planning Committee will hold standing quarterly meetings, to be facilitated by the Juvenile Probation Department, to commence in Fall 2011.

The SFDA shares the Civil Grand Jury's enthusiasm about the significant transformations at Log Cabin Ranch, and we look forward to supporting Juvenile Probation in continuing this important work. Should you require additional information, please contact Julius De Guia, Managing Attorney of the SFDA's Juvenile Division, at 753-7708 or julius.deguia@sfgov.org.

Sincerely,


George Gascón
District Attorney



August 29, 2011

The Honorable Katherine Feinstein
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Feinstein:

The following is in response to the 2010-2011 Civil Grand Jury report, "Log Cabin Ranch Moving Towards Positive Horizons." The City and County of San Francisco has worked over the last several years to improve the Log Cabin Ranch facility. Under the leadership of Chief William Siffermann and with the cooperation of our stakeholders, the Juvenile Probation Department has embarked on an effort to revitalize Log Cabin Ranch and develop a comprehensive process to strengthen the programs at Log Cabin Ranch.

I share the sentiment of the Juvenile Probation Department that while Log Cabin Ranch has come a long way over the last several years, the City must do more to ensure that our at-risk youth are given the best opportunity to be rehabilitated and gain the life skills that will help them long after they leave Log Cabin Ranch. The City recognizes that Log Cabin Ranch has significant infrastructure needs and that its programming could be enhanced and expanded if additional resources were available. The facility is a valuable asset for the City and its importance is highlighted by the many lives it has changed and will continue to change. We are committed to making sure Log Cabin Ranch thrives and continues to be a vital option to the courts and our juvenile justice system.

The Mayor's Office responses to the Civil Grand Jury's findings are as follows:

Finding 5: Due to the age of the buildings (circa, 1950), structural improvements to the Ranch are greatly needed.

Response: Agree. The City strives to adequately maintain its properties and where there are deficiencies, the City works to prioritize the most critical infrastructure improvement projects. The City's 10-Year Capital Plan, prepared by the Capital Planning Committee with the help of city departments, identifies infrastructure and facility maintenance needs and provides a citywide capital investment strategy based on projected resources. The Committee then uses this plan to recommend an annual capital budget to the Mayor and Board of Supervisors. If funding is available, the Mayor's Office will include those critical projects in the City's budget.

Finding 6: The Grand Jury believes that the Log Cabin Ranch is under-utilized and the recent positive programmatic changes warrant expansion to maximum capacity.

Mayor's Office Response to the Civil Grand Jury
August 29, 2011

Response: Partially Disagree. While programming can be expanded and enhanced with a review of the current curriculum, any expansion requires additional staffing and resources that may be difficult to obtain due to the continuing financial constraints facing the City.

The Mayor's Office responses to the Civil Grand Jury's recommendations are as follows:

Recommendation 5: The Mayor and the Board of Supervisors should immediately provide capital funding for long neglected infrastructure needs.

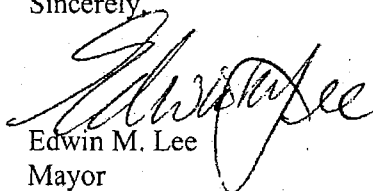
Response: Requires Further Analysis. I agree that we must take care of Log Cabin Ranch and provide the necessary capital funding to improve the facility. However, because of continuing budget uncertainties the City faces and because of other high priority infrastructure needs, it is too early to commit resources to any new capital improvement projects until I can assess the budget conditions for the upcoming year. I also cannot commit to providing capital funding sooner, but I will work with the Juvenile Probation Department and the Capital Planning Committee to monitor the needs of Log Cabin Ranch and find solutions to address problems that might arise at the facility throughout the year.

Recommendation 6: The Mayor and the Board of Supervisors should support funding for a third cohort in the fiscal year 2011-2012 budget cycle, and for a fourth cohort in the 2012-2013 budget cycle.

Response: Requires Further Analysis. While this recommendation, which calls for additional funding to support a third cohort in Fiscal Year 2011-2012 cannot be implemented in Fiscal Year 2011-2012 because the budget process for the Fiscal Year has been completed, the Mayor's Office will evaluate the availability of resources and the appropriateness of adding supplementary cohorts in Fiscal Year 2012-2013. The City will have a better understanding of next year's budget when the budget planning process begins in February 2013.

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

Sincerely,



Edwin M. Lee
Mayor

SAN FRANCISCO PUBLIC DEFENDER

JEFF ADACHI – PUBLIC DEFENDER
MATT GONZALEZ – CHIEF ATTORNEY



August 25, 2011

Honorable Judge Katherine Feinstein
Presiding Judge of the Superior Court
Department 206
400 McAllister Street
San Francisco, CA 94102

Re: San Francisco Office of the Public Defender response to 2010-2011 Civil Grand Jury Report on Log Cabin Ranch School (LCRS), "Moving Towards Positive Horizons"

Dear Judge Feinstein,

Pursuant to Penal Code Section 933.05, the Public Defender submits a response to Findings 1-10 of the LCRS Grand Jury Report.

1. Finding 1: The current educational program does not take advantage of the beautiful natural environment of the site, which offers multiple hands-on teaching opportunities.

Agree: For almost all of the youth, the Ranch setting is the first time our urban youth have been exposed to the fresh air, mountains, native fauna and flora, and wildlife. The educational curriculum should integrate lessons on the environment to expand the youth's knowledge of, and to fully engage them to learn and appreciate the pristine and natural surroundings of the Ranch. This could provide the youth with a beginning foundation in green technology which is a growing field for employment opportunities such as solar energy, composting, and conservation of natural resources.

2. Finding 2: Thorough meaningful program evaluation based upon solid data about Log Cabin Residents following graduation is needed. The Grand Jury acknowledges that the improved Log Cabin Ranch program does not currently provide sufficient data about its graduates. However, program assessment is sorely needed.

Agree: Youth should be tracked for at least 2 years to determine success of program. Adult criminal data should also be tracked such as number of arrests, offense categories, and sentencing outcomes. Educational achievement or employment data should also be captured in the evaluation process.

3. Finding 3: LCRS needs an effective "Enterprise Program" to generate operational and programmatic revenue.

Adult Division - HOJ
555 Seventh Street
San Francisco, CA 94103
P: 415.553.1671
F: 415.553.9810
www.sfpUBLICDEFENDER.org

Juvenile Division - YGC
375 Woodside Avenue, Rm. 118
San Francisco, CA 94127
P: 415.753.7601
F: 415.566.3030

Juvenile Division - JJC
258A Laguna Honda Blvd.
San Francisco, CA 94116
P: 415.753.8174
F: 415.753.8175

Clean Slate
P: 415.553.9337
www.sfpUBLICDEFENDER.org/services

Reentry Council
P: 415.553.1593
www.sfreentry.com

Bayview Magic
P: 415.558.2428
www.bayviewmagic.org

MoMagic
P: 415.563.5207
www.momagic.org

Agree: An effective program to generate funding for the Ranch would build a program of sustainability and independence. A very successful model such as Delancey Street should be explored.

4. Finding 4: Despite well intentioned efforts "turf battles" still exists among stakeholders.

Disagree: This finding is unclear as to who the stakeholders are. Does it include community based organizations, the school district, and any other agency that provides services to the Ranch? It is also unclear as to whether the turf battles are occurring in policy meetings or contested hearings for the youth in their court proceedings. I do however agree that given the very successful collaborative efforts in programs such as the Juvenile Collaborative Reentry Team Court and the Principal Center Collaborative (PCC), stakeholder meetings should be convened on a regular quarterly basis.

5. Finding 5: Structural improvements are greatly needed to the Ranch.

Agree: While exploring capital funding for the Ranch, efforts should also be directed at renovating and improving Hidden Valley Ranch.

6. Finding 6: LCRS is under-utilized and the recent programmatic changes warrant expansion to maximum capacity.

Disagree: Unless and until there are improvements in consistent and meaningful programming such as evidence based substance abuse programs and violence prevention, strengthened reentry planning such as JCRT, and independent evaluation and assessment to measure success and strength of the program, expansion to maximum capacity should proceed only until there are verified and measured improvements in educational and programming curriculum as indicated in the findings and recommendations of the Grand Jury Report.

7. Finding 7: Current vocational programs set up the residents for disappointment because permanent jobs are not available in those areas of training. Training is not adequate for entry level positions.

Agree: Given the restrictions of our dire economic climate, it is important to provide practical and meaningful employment training and opportunities to the youth. There are still jobs available for coffee baristas, or in the culinary, or green energy fields. Other successful models such as Delancey Street or The Old Skool Café should be explored for LCRS vocational opportunities.

8. Finding 8: Not all members of the Ranch staff have fully embraced the tenants of the Missouri Model.

Agree: Training and continuing evaluation and education of the Missouri model for all staff is encouraged. Written quarterly reports on the progress and implementation of the Missouri Model should be reported and discussed at a quarterly stakeholders meeting.

9. Basic high school program in its current form offers a limited education curriculum.

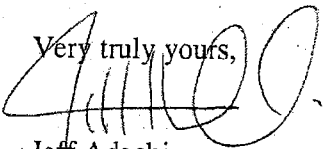
Agree: Youth who transition from the education offered at JJC detention center often report that their adjustment to the Ranch school program is difficult. Team meetings with school staff at JJC and Ranch should occur prior to the youth's move to the Ranch to ensure a smooth transition. Integrating the incentive based curriculum of the Big Picture School as now implemented at the Principal Collaborative Center would be highly recommended. Some of our PCC clients have secured internships, paid employment, and have volunteered to remain at PCC even after termination from probation.

10. Juvenile Collaborative Reentry Team Court should be made available to LCRS graduates.

Agree: As a partner in JCRT, we have seen the many successes of our JCRT clients. They are engaged in school, some entering college, graduating from probation, stabilizing in their homes and communities, and the recidivism rate for JCRT clients has greatly improved. Notification should be made to the defense attorney of Case Review Meetings to develop reentry case planning with the youth and families. This should occur at least 6 months prior to the youth's proposed graduation from LCRS. This model of collaborative reentry team planning has proven highly successful in the JCRT model. Our office will make every effort to actively participate in the reentry case planning on behalf of our clients and their families.

I appreciate the work and effort of the Civil Grand Jury in its preparation of this report. If there are any further questions, please feel free to contact me.

Very truly yours,



Jeff Adachi
Public Defender

cc: San Francisco County Civil Grand Jury

BOARD of SUPERVISORS



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

DATE: July 6, 2011
TO: Members of the Board of Supervisors
FROM: Angela Calvillo, Clerk of the Board
SUBJECT: 2010-2011 Civil Grand Jury Report

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

We are in receipt of the San Francisco Civil Grand Jury (CGJ) report released July 5, 2011, entitled: **Log Cabin Ranch Moving Towards Positive Horizons.** (Attached)

Pursuant to California Penal Code Sections 933 and 933.05, the Board must:

1. Respond to the report within 90 days of receipt, or no later than **September 27, 2011.**
2. For each finding:
 - agree with the finding or
 - disagree with the finding, wholly or partially, and explain why.
3. For each recommendation:
 - agree with the recommendation or
 - disagree with the recommendation, wholly or partially, and explain why.

Pursuant to San Francisco Administrative Code Section 2.10, in coordination with the Committee Chair, the Clerk will schedule a public hearing before the Government Audit and Oversight Committee to allow the Board the necessary time to review and formally respond to the findings and recommendations.

The Budget and Legislative Analyst will prepare a resolution, outlining the findings and recommendations for the Committee's consideration, to be heard at the same time as the hearing on the report.

Attachment

c: Honorable Katherine Feinstein, Presiding Judge
Linda A. Clardy, Foreperson, 2010-2011 San Francisco Civil Grand Jury
Jason Elliott, Mayor's Office
Ben Rosenfield, Controller
Cheryl Adams, Deputy City Attorney
Rick Caldeira, Deputy Clerk

BOS-11

Org: GAO Clerk
AA
c: COB, Leg Dep
Cpage

SUPERIOR COURT OF CALIFORNIA
COUNTY OF SAN FRANCISCO
GRAND JURY

OFFICE
400 MCALLISTER ST., ROOM 008
SAN FRANCISCO, CA 94102
TELEPHONE: (415) 551-3605

June 29, 2011

Supervisor David Chiu, President
San Francisco Board of Supervisors
#1 Dr. Carleton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2011 JUN 29 PM 12:37

Dear Supervisor Chiu:

The 2010-2011 San Francisco Civil Grand Jury will release its report to the public entitled "Log Cabin Ranch Moving Towards Positive Horizons" on Tuesday, July 5, 2011. Enclosed is an advance copy of this report. Please note that by order of the Presiding Judge of the Superior Court, Hon. Katherine Feinstein, this report is to be kept confidential until the date of release.

California Penal Code section 933.05 requires the responding party or entity identified in the report to respond to the Presiding Judge of the Superior Court, within a specified number of days. You may find the specific day the response is due in the last paragraph of this letter.

For each Finding of the Civil Grand Jury, the response must either:

- (1) agree with the finding; or
- (2) disagree with it, wholly or partially, and explain why.

Further as to each recommendation made by the Civil Grand Jury, the responding party must report either:

- (1) that the recommendation has been implemented, with a summary explanation of how it was implemented;
- (2) the recommendation has not been implemented, but will be implemented in the future, with a time frame for the implementation;
- (3) the recommendation requires further analysis, with an explanation of the scope of that analysis and a time frame for the officer or agency head to be prepared to discuss it (less than six months from the release of the report); or

(H) 110815
(R) 110816

- (4) that the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why that is. (California Penal Code sections 933, 933.05)

Please provide your responses to the Findings and Recommendations in this report to the Presiding Judge of the Superior Court, Hon. Katherine Feinstein, not later than Tuesday, September 27, 2011, with an information copy sent to the Grand Jury Office at the above address.

Very truly yours,



Linda A. Clardy, Foreperson
2010-2011 San Francisco County Civil Grand Jury

cc: Members of the Board of Supervisors
Angela Calvillo, Clerk of the Board

1
2
3
4 CALIFORNIA SUPERIOR COURT
5 CITY AND COUNTY OF SAN FRANCISCO

6 In The Matter of the 2010-11)
7 Civil Grand Jury of the City)
8 And County of San Francisco)

Finding Re:
Final Grand Jury Report

9 The 2010-2011 Civil Grand Jury of the City and County of San Francisco having
10 submitted its Final Report entitled, "Log Cabin Ranch Moving Towards Positive
11 Horizons" a copy of which is attached and marked as "Exhibit One"

12 The Court finds that this Final Report is in compliance with the Part II, Title 4, of
13 the Penal Code, commencing with section 888. The Final Report reflects the investigative
14 work, findings, conclusions and recommendations of the Civil Grand Jury. It does not
15 reflect the investigative work, findings, conclusions or recommendations of the Superior
16 Court or any of its members.

17
18 GOOD CAUSE APPEARING THEREFOR, IT IS HEREBY ORDERED that a
19 copy of the report is to be placed on file with the clerk of the court and is to remain on
20 file with the office of clerk of the court as provided in Penal Code section 933(b).

21
22 IT IS FURTHER ORDERED that the attached report is to be kept confidential
23 until said report is released to the public by the Civil Grand Jury of the City and County
24 of San Francisco.

25
26 June 24, 2011

27
28

KATHERINE FEINSTEIN
PRESIDING JUDGE

LOG CABIN RANCH
MOVING TOWARDS POSITIVE HORIZONS



CIVIL GRAND JURY
CITY AND COUNTY OF SAN FRANCISCO
2010-2011

THE CIVIL GRAND JURY

The Civil Grand Jury is a government oversight panel of volunteers who serve for one year. It makes findings and recommendations resulting from its investigations.

Reports of the Civil Grand Jury do not identify individuals by name. Disclosure of Information about individuals interviewed by the jury is prohibited.

California Penal Code, section 929

STATE LAW REQUIREMENT

California Penal Code, section 933.05

Each published report includes a list of those public entities that are required to respond to the Presiding Judge of the Superior Court within 60 to 90 days as specified. A copy must be sent to the Board of Supervisors. All responses are made available to the public.

For each finding the response must:

- 1) agree with the finding, or
- 2) disagree with it, wholly or partially, and explain why.

As to each recommendation the responding party must report that:

- 1) the recommendation has been implemented, with a summary explanation; or
- 2) the recommendation has not been implemented but will be within a set timeframe as provided; or
- 3) the recommendation requires further analysis. The officer or agency head must define what additional study is needed. The Grand Jury expects a progress report within six months; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

LOG CABIN RANCH: MOVING TOWARDS POSITIVE HORIZONS

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LOG CABIN RANCH: MOVING TOWARDS POSITIVE HORIZONS



Log Cabin Ranch circa 1947

“... Well, first of all, this is not a prison, this is not a jail, this is six hundred acres that can be developed into an incredible healing recovery center. There are no bars, there are no locks, it’s healthy, there’s fresh air. There’s this beautiful garden ... getting away from the inner-city, coming out here in this beautiful country area gives them new energy to live life, new spiritual awakenings just like they are somebody and that they have a culture, they have a story of their own and they have a future that’s real.”¹

Jack Jacqua, 2003
Co-founder Omega Boys Club

INTRODUCTION

California Penal Code Sections 919 (a) and 919 (b) authorize and mandate that the Civil Grand Jury inquire into the jails and public prisons within the county. Every year, in every county in California, one of the primary tasks of the local Civil Grand Jury is to tour and inspect the jails and detention facilities in its county.

In September 2010 the San Francisco Civil Grand Jury toured the adult jail facilities located in San Bruno and the Hall of Justice building in San Francisco. The Jury also toured the mental health unit for prisoners located at the San Francisco General Hospital. All of these adult detention facilities are operated under the auspices of the San Francisco Sheriff's Department.

The Jury also toured all of the juvenile detention facilities directed by the Juvenile Probation Department. These facilities include the detention facility located at 375 Woodside Avenue as well as the subject of this report, the Log Cabin Ranch, located in La Honda.

The report issued by the 2004-2005 Civil Grand Jury painted a very negative picture of the Log Cabin Ranch. The 2010-2011 Civil Grand Jury observed a completely different place.

There are clear signs of change and improvement. There is a new operating model in place that focuses on a smaller and more therapeutic approach to dealing with the juveniles. The facilities had undergone a refurbishment and appeared both welcoming and comfortable. The contrast was so striking that the current Jury felt that an updated report was warranted to commend and congratulate the Juvenile Probation Department on the dramatic improvement since the 2005 report. This prompted us to conduct a broader inquiry.

Our investigation confirmed these remarkable improvements. However, we also discovered that the opinions and decisions of some stakeholders continue to be influenced by the negative perception of the previously mismanaged Log Cabin Ranch.

The Civil Grand Jury hopes that this report will help to change those perceptions, allowing the Log Cabin Ranch to achieve its full potential as an extraordinary place for the rehabilitation of San Francisco's most at-risk juvenile offenders.

SUMMARY

For more than a century, the predominant model for the treatment, punishment and rehabilitation of serious juvenile offenders has been confinement in a large congregate-care correctional facility. In most states this type of institution still houses most incarcerated youth and still consumes the majority of taxpayer spending on juvenile justice.

The success record of these correctional facilities is dismal. Though many youth confined to these institutions are not serious or chronic offenders, the recidivism rates are extremely high. Violence and abuse are commonplace. Long-term studies indicate that many youth housed in such facilities develop lifelong negative behaviors.

A leading juvenile justice scholar at the University of Minnesota reported: "Evaluation research indicates that incarcerating young offenders in large congregate-care juvenile institutions does not effectively rehabilitate and may actually harm them."²

A new style of reform is gaining momentum. This is powered by a growing recognition that the conventional practices are not getting the job done. Accumulating evidence shows that better results are possible through a fundamentally different approach.

Our investigation shows that there are two fundamental approaches. One is to substantially reduce the population confined in juvenile correctional institutions by screening out youth who pose minimal danger to public safety—placing them instead into cost-effective, community-based rehabilitation and youth development programs.

The second approach, devised by the State of Missouri's juvenile corrections agency, aims at the small minority of youth offenders requiring out-of-home placement to protect the public safety.

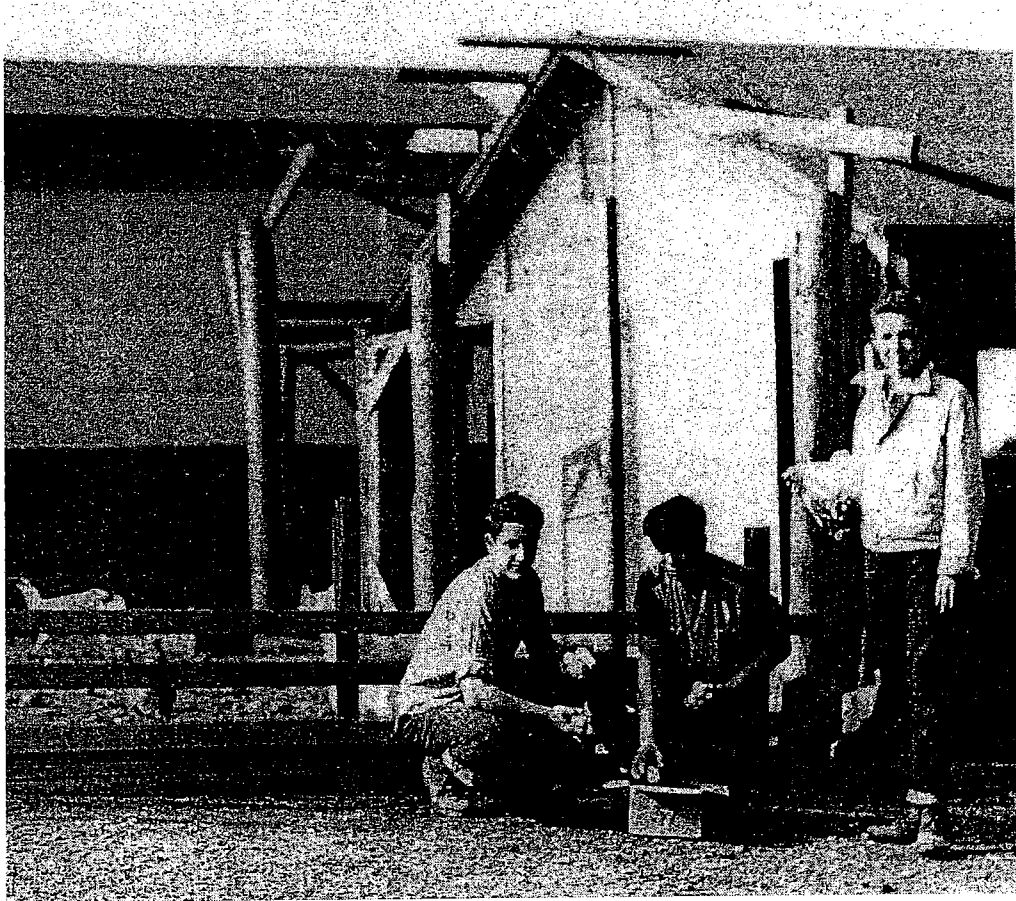
Two out-of-home juvenile rehabilitation-treatment facilities frequently used by the San Francisco Juvenile Court for assignment are Glen Mills in Philadelphia and George Junior Republic (a mental health facility) in Pittsburgh. Both facilities are highly regarded by some members of the juvenile justice system. Numerous San Francisco teen-offenders have been sent to these East Coast facilities for care and rehabilitation. The questions that beg to be answered are:

Why send San Francisco juveniles 3,000 miles from home?

Why not place these individuals at Log Cabin Ranch, just 45 miles south of the city?"

Unfortunately, through years of neglect and improper management Log Cabin Ranch acquired an unfavorable reputation within the juvenile justice system. Juvenile court judges lost confidence in the effectiveness of the Ranch, became reticent to send offenders there, and began sentencing youth to these well regarded out-of-state programs. It is important to note that the Grand Jury received conflicting information regarding the success and the recidivism rates of one of these programs - Glen Mills in Philadelphia. By comparison there is only anecdotal information about the recent success of the Log Cabin program.

The good news for San Francisco is that in 2006 Log Cabin Ranch embarked on a transformation. This transformation began with the hiring of a new Chief Juvenile Probation Officer with a clear vision and the implementation of the "Missouri Model" (Appendix A) as a foundational element for change. The new Chief also brought in a strong administrative team, making Log Cabin Ranch a place of respectability once again.



Log Cabin Ranch, circa 1950's

WHAT IS THE LOG CABIN RANCH?

"We locked up. I mean, we ain't really locked up but we not home. It's out in the boonies, in the cuts. Big yard across the way, birds and deers. It's kind of trippy, like, I ain't never saw that where I'm from. Deers and stuff just walking heck close by you. I think it's a good program because they give you a lot of time to think and they, they get you think about what you doing out there. Like this is your last step. The next step is like YA (Youth Authority) or something. So, it's like a time out. It's like a big time out for you to just think about what you doing and what you do that affects not only you, but like your peers, your family, you know, your community."³

Log Cabin Ranch Resident

The Log Cabin Ranch is not a youth prison. It is not a typical jail and was never intended for that purpose. It is a ranch camp-school which provides services to troubled youth ages 14 to 18 years old. The fundamental emphasis is on rehabilitation and self-empowerment through an academic and therapeutic process. Instead of standard correctional supervision, Log Cabin Ranch offers a structured multi-layered treatment designed to challenge troubled juvenile males, to help them make lasting behavioral changes, and to prepare for a successful re-entry to the community.

The Ranch is conducive to developing vocational interests and activities sufficient to allow each boy the opportunity to demonstrate his adaptability toward rehabilitation. Located on more than 600 acres in and above the La Honda timberline the remarkable environment surrounding the Log Cabin Ranch is an important characteristic influencing rehabilitation. The juvenile offender who is rehabilitated today through the Log Cabin Ranch program is less likely to reoffend. However, the Grand Jury observed that the current educational program does not take advantage of this extraordinary natural environment for learning opportunities.

Log Cabin Ranch is a story of troubled youth with choices to make, almost insurmountable odds, and an opportunity to discover positive alternatives. Steering just one high-risk teen away from a life of crime saves society \$3 million to \$6 million in reduced victim costs and criminal justice expenses, plus increased wages and tax payments over the young person's lifetime.⁴

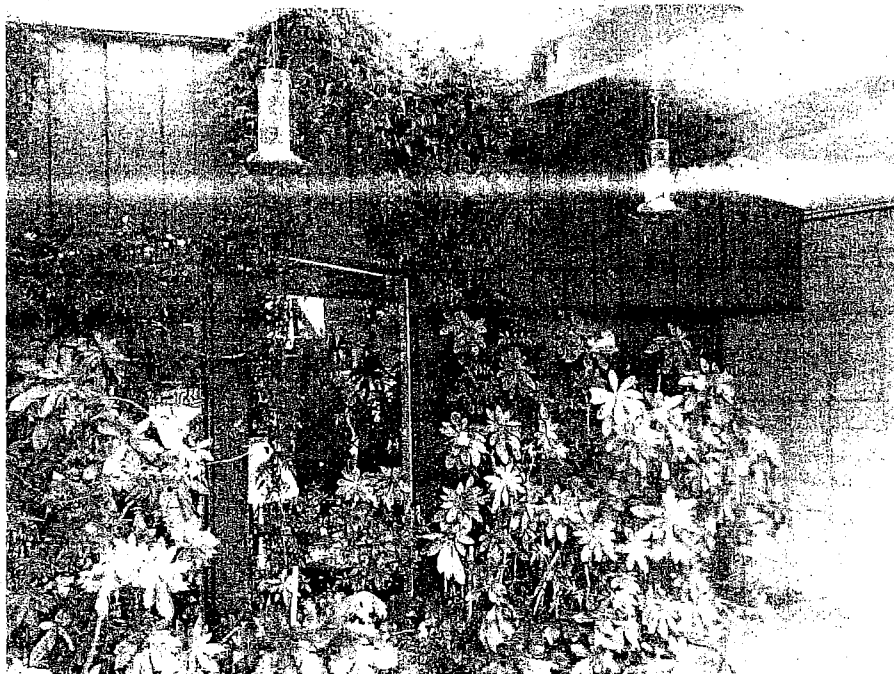
LOG CABIN RANCH HISTORICAL DEVELOPMENT

Log Cabin Ranch has been in existence for over 70 years. It was approved as a juvenile detention center by the San Francisco Board of Supervisors. (Appendix B. Resolution 1984, series 1939).

The facility has been home to many programs. Milk from the working dairy was brought to San Francisco to feed the prisoners in the jails and an orchard provided produce for the residents. Carpentry, millwork and welding were all a part of the program for juveniles at the Ranch during various times.

The Ranch has gone through periods of growth and periods of neglect. A strong program of facilities construction supported the Ranch's vibrant program in the 1950's. However, since that decade no new major buildings have been constructed.

A more complete Ranch history may be found in Appendix C.



Hummingbird Project, Log Cabin Ranch, 2011.

LOG CABIN RANCH CURRENT DEVELOPMENTS

PROGRAM ENHANCEMENTS

The Missouri Model Of Rehabilitation

More than 30 years ago, the State of Missouri Department of Youth Services responded to severe and at times even shameful problems in their system of juvenile corrections, by making a radical shift away from a traditional large facility detention model to one which provided smaller and more therapeutic correctional programs. (Appendix A).

Log Cabin Ranch has developed its own therapeutic and behavioral model based upon the successful Missouri Model. The following steps describe how the resident moves through the various levels of self-understanding to progress to program graduation. Each step has higher standards of performance, trust, and responsibilities. Additional privileges are included when a new step is reached.

Steps to Self-Understanding

Orientation: The juvenile offender enters the safe and therapeutic environment of Log Cabin Ranch and becomes acclimated to its routines and expectations. Aggressive or belligerent behaviors, which many have relied upon habitually for self-defense and stature, are neither rewarded nor required.

Step One: Personal growth and Self-discovery

Residents are frequently encouraged to think and talk about their feelings and discuss their behavior. Gradually, the resident gains insight into his own thought processes and behavior patterns and identifies emotional triggers that typically lead him to act up.

Step Two: Integration and Mastery

Residents begin applying their new self-knowledge and learning to behave consistently as mature, responsible and focused individuals. In this phase, youth learn to avoid emotional outbursts and aggressive or self-destructive conduct, by setting boundaries.

Step Three: Goal Setting

Residents work with counselors, staff, parents and peers, to create a positive and realistic plan for the future—where they will continue their education, which career

path they want to pursue, and where they will look for employment. The youths will structure a plan avoiding negative peers and dangerous temptations that might lead them back into custody.

Step Four: Graduation and Re-entry (Aftercare)

Theoretically, the successful graduate should be able to withstand the pressures of the family, and or neighborhood, when returning to his former environment. Parents and other family members remain crucial keys to the juvenile's long-term success. Log Cabin Ranch staff believe it is paramount to instill greater self-confidence in each resident and to guide these young men to discover their self-worth and to find dignity.

Steps to Track Progress

The progress tracking system developed at Log Cabin Ranch was inspired by the Missouri Model. The Missouri Model employs a level system to track progress and determine each young person's readiness for release in the following manner.

Step One: Orientation

Young people become acclimated to the procedures, expectations and environment of the Missouri facility.

Step Two: Self-discovery

Young people begin seeing how their current problems and behaviors are rooted in their personal and family histories and where they take responsibilities for past crimes and misdeeds.

Step Three: Integration

Young people begin to learn about themselves by taking leadership roles with their group, reopening channels of positive communication with family members and applying themselves in new jobs, community service projects and learning activities.

Step Four: Transition

Young people, working with facility staff, their service coordinators and their families develop a plan for success when they return home.

At its core, the Missouri-style approach to rehabilitation requires each aspect of treatment to be driven by a full and sustained investment in the central belief that all or most youth can and will succeed.

In order to replicate Missouri's success rates, that core belief must permeate every component of the treatment environment. All staff including cooks, secretaries, maintenance workers and school personnel must understand and buy into the facility's rehabilitation mission. To the extent possible, every person whom a resident encounters must embrace the philosophy of the Ranch. During its investigation the Jury learned that all on-site probation counselors and Log Cabin Ranch administrators have been trained in the Missouri model. However, the remainder of the staff, including the San Francisco Unified School District staff have not undergone such training. They have been provided information about the model, but training has not been provided.

Without an integrated, mission-driven approach where policies and practices are aligned with philosophy, the model's effectiveness will be compromised.

ADDITIONAL PROGRAM CHANGES

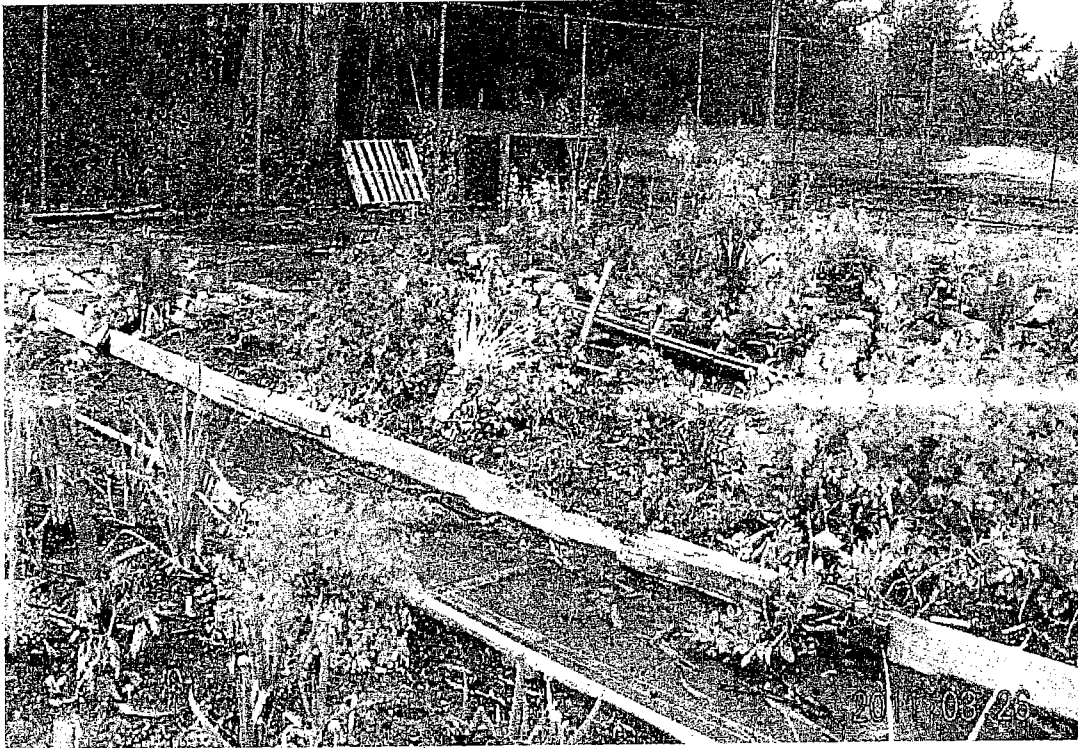
Since the introduction of the Missouri Model to the Log Cabin Ranch, there have also been several other additional program changes.

San Francisco Conservation Corps

The Juvenile Probation Department has contracted with the San Francisco Conservation Corps to establish on-site project-based learning opportunities. Projects improve the Log Cabin Ranch campus and incorporate life skills with the introduction of job skills for participants. A coordinated transition program to the San Francisco Ramp program is available for graduating residents. (Appendix D)

Urban Sprouts

In partnership with the San Francisco Conservation Corps, Urban Sprouts has worked with residents to design and construct a kitchen garden. Residents manage their own planter boxes as well as a communal garden and fruit orchard.



Vegetable Garden, Log Cabin Ranch 2011

PROCEDURAL AND OPERATIONAL CHANGES

There have also been several positive procedural and operational changes made in the past 18 months.

Cohort Based System

In order to support one of the key elements of the Missouri Model, Log Cabin residents are grouped into cohorts of 10-12 youth. Unique schedules and living spaces have been established for each group so that they may participate in counseling, meals, vocational and educational programming together. The Juvenile Probation Department hopes to have four cohort groups in operation within the next two years, bringing the capacity of Log Cabin up to its maximum of 50 residents.

Case Review Team Meetings

A Case Review Team (CRT) has been established to review the progress of every resident periodically over the course of his stay. The CRT is comprised of representatives from each of the City departments and contracted agencies currently working with the residents. During the

meetings, goals and objectives are established, evaluated and modified to support the ongoing progress of each resident. Feedback is also provided to residents so that they may gauge their progress. The CRT makes recommendations regarding resident furloughs, home visits and ultimately graduation from the program.

Home Pass Program

In 2011 Log Cabin Ranch instituted a Home Pass Program. Upon recommendation from the Case Review Team, a resident who has reached at least Step Three in his treatment process is permitted to return home for a determined period. The success (or failure) of the resident's home visit directly affects the ability of other residents in his cohort to be approved for a home pass. The Home Pass Program helps to educate residents in understanding that their actions also have an effect on others.

Aftercare Meetings

Similar to the CRT, the Aftercare team is comprised of key personnel from various City departments and community-based support organizations. The team meets weekly to support and track the implementation of each youth's aftercare program which includes educational, vocational, recreational and clinical services. Plans are reviewed with parents and/or guardians to ensure their ongoing support.

Dress For Success

This program educates residents about the importance of proper grooming, attire, and the special skills needed to help them prepare for their re-entry into the community. Residents meet weekly with counselors to help develop these skills.

Telephone Emergency Notification System (TENS)

In cooperation with the San Mateo County Sheriff's Department, Log Cabin Ranch has created protocols to notify the public in the surrounding areas of "walkaways" from the Ranch. The nearby community is connected either a text message alert or landline, using the Telephone Emergency Notification System. The system is effective for communication between law enforcement and the public in the event that a Log Cabin resident or a resident of the nearby San Mateo County Glenwood Ranch should leave the area without permission.

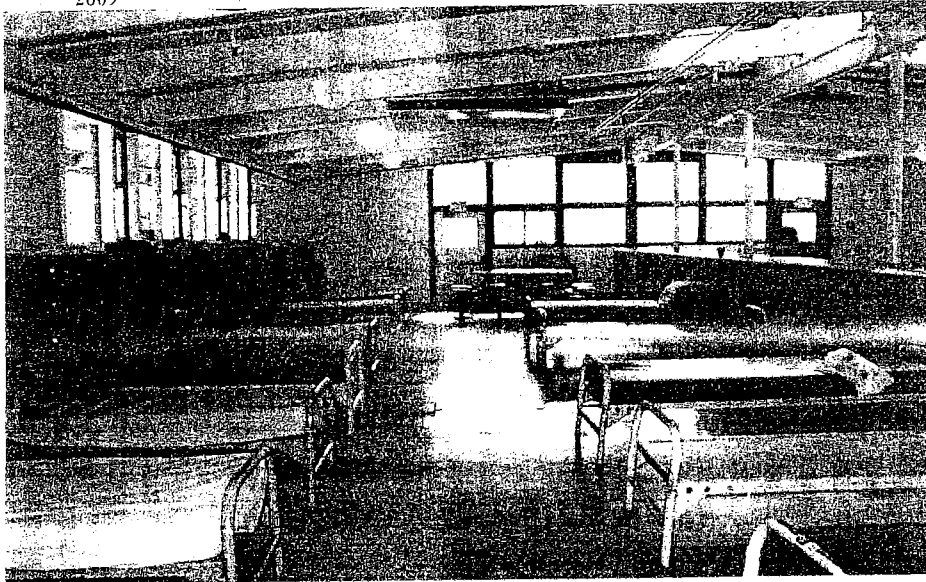
PHYSICAL IMPROVEMENTS

Dormitory Refurbishments

In July of 2009 the Juvenile Probation Department made non-structural improvements to the Log Cabin dormitory to create a more nurturing, home-like environment for the residents. The results are a dramatically different space and illustrate the end of a long era of neglect for the Ranch.

Log Cabin Ranch Dorm Renovation

2009



2010



Recreation Hall And Library Refurbishments

The Juvenile Probation Department painted and carpeted the recreation hall and the library. The on-site library (a branch of the San Francisco Public Library) is staffed several hours per week with a trained librarian. It has expanded its book collection and introduced multi-media resources such as podcasts. The new space further emphasizes the critical role that physical surroundings play in establishing a sense of safety and order.



Log Cabin Library, 2011

Dining Hall Improvement

In the past, during meals residents sat at small tables of five which were fitted with fixed stools. (These small tables and stools were exactly like the ones that the Grand Jury observed in the San Francisco adult jails.) Staff sat at separate tables and no talking was allowed during meals.

With the new program, Log Cabin Ranch has introduced a family style eating environment where all staff and residents eat together using traditional long dining tables and chairs. The Juvenile Probation Department realizes that as in any home, mealtime is important. Discussions take place that are essential to a young person's involvement and engagement in life.

The Log Cabin Ranch Planning Committee

All the changes to date were based on the recommendations made by the Log Cabin Ranch Planning Committee, a group of system stakeholders including the Public Defender's Office, the Superior Court, the District Attorney's Office, the Division of Public Health, the Juvenile Probation Department and the San Francisco Unified School District. This group was established to lead and support the ongoing changes at Log Cabin Ranch. This Committee could play a critical role in the continuing development and improvement of the Ranch. However, currently it only meets on an ad-hoc basis.

SUPPORT-BASED ORGANIZATIONS

"Until now, this issue of juvenile justice has been words and numbers to me. But this tour has really put a human face on the issue for me. It's the face of hope."⁵

Louisiana State Representative

Touring the "Missouri Model" juvenile system in Kansas City

Log Cabin Ranch is supported by a number of organizations and funding sources. Obviously, the City and County of San Francisco is the largest funding source for the Ranch with monies coming from the general fund and from state-supported programs.

Foundations such as Annie E. Casey and Zellerbach support the overall program of helping youth in the juvenile system in San Francisco.

Community-based support organizations also assist the Ranch residents on a daily basis. These support organizations include: the Omega Boys' Club, the San Francisco Conservation Corps, Urban Sprouts, the California Conservation Corps, the Pacific News Service and Goodwill Industries. Each of these groups makes a valuable contribution to the daily progress of the young men at Log Cabin Ranch by providing valuable guidance, training and experience.

EDUCATION AT LOG CABIN RANCH

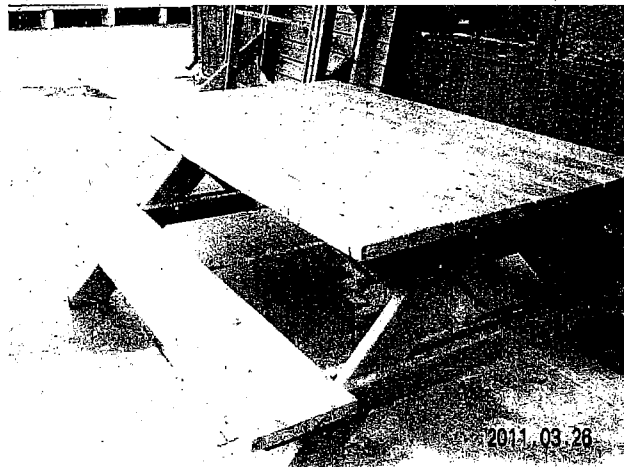
“At times I can be really focused, at times I can just fall apart and, you know, and the ranch was basically my structure, my backbone. It helped me focus a little.”⁶

LCR Former Resident

A fundamental aspect of life at Log Cabin Ranch is the education system. Records investigated by the jury reflect a strong emphasis on education from its inception as the Log Cabin Ranch School for Boys. The quality and the emphasis on different elements of education have changed through the seven decades of the existence of the Ranch but the idea of educating young men has always been part of the fundamental mission of Log Cabin.

Today, the school is regarded as a unique court-ordered school that serves youth who have been placed at Log Cabin Ranch. The school serves these “at risk” youth, most of which had truancy problems in the past and faced the likelihood of dropping out of school. The Ranch school eliminates the distracting influences that negatively impacted them in their home school:

The Log Cabin Ranch School offers a basic high school curriculum. It provides classes from beginning reading tutorials to a comprehensive computer application program including online instruction in various courses. However, since the curriculum is a basic one it is not sufficiently challenging for those students who are above average and conversely too challenging for those students needing extra help. The vocational program, although limited, offers some programs that give students the ability to work with their hands in a wood shop facility. During its visits, the Grand Jury observed well-made wooden benches and picnic tables which were crafted by the residents of Log Cabin Ranch. The benches and picnic tables are of such good quality they could be sold with the revenue used to support expanded vocational programs.



The educational credits earned at Log Cabin can be transferred, and a high school diploma can be earned while at the ranch. A General Education Diploma (GED) program is also available to students who need to take that direction.

The following chart provided by the San Francisco Unified School District, indicates the year and the number of students that earned a high school diploma from the Log Cabin Ranch during that year.

2008	2 students eligible	2 earned diplomas
2009	5 students eligible	2 earned diplomas
2010	4 students eligible	2 earned diplomas

The following chart indicates the year and the number of students that earned their General Education Diploma (GED) during that year.

2008	0 students eligible	0 students eligible
2009	3 students eligible	3 earned GED
2010	4 students eligible	3 earned GED



Log Cabin Ranch, 2011

ANOTHER SUCCESSFUL JUVENILE PROBATION DEPARTMENT PROGRAM

Although the focus of this report has been Log Cabin Ranch, the Civil Grand Jury also witnessed a relatively new Juvenile Probation Department program. Because the Jury believes that it should be replicated for Log Cabin Ranch graduates, the program is discussed below.

The Juvenile Collaborative Reentry Team (JCRT)

In fiscal year 2009 the Juvenile Probation Department applied for and was awarded Federal Second Chance Act Program funding to create a Juvenile Collaborative Reentry Team. The JCRT provides coordinated and comprehensive reentry case planning and aftercare services for youth returning to the community from out-of-home placement.

The team consists of a juvenile probation officer, public defender, youth advocate, case management coordinator and dedicated judge. The JCRT works with the youth upon his commitment to out-of-home placement. Ninety days prior to exiting placement, the JCRT develops an individualized case plan that is presented to the court. The JCRT continues to work with the youth and their families throughout their time in the program and upon their reentry into the community. The program has served 86 youth as of December 31, 2010 and has already proven to be a very successful program.

The JCRT works solely with clients of the Public Defender's Office who have been committed to out-of-home placement. Youth assigned to the Log Cabin Ranch can not be served by the Juvenile Collaborative Reentry Team based on restrictions in the existing grant.

PERSONAL DEVELOPMENT: LOG CABIN RANCH STORIES

In order to understand the purpose and need for Log Cabin Ranch and its effect on youth, it is important to know something about the typical young man sent there. Following are two fictionalized stories, both of which are based upon composites of youth currently residing at Log Cabin Ranch that were directly observed by the Jury.

Reggie White: Log Cabin's Newest Resident

Reggie White (not his real name) has lived all of his 17 years in the Sunnydale Housing Project on the South side of San Francisco. He lives with his mother, his maternal grandmother and his 14-year-old brother, Demetrius. His father has been incarcerated since Reggie was five years old. His mother and father were never married. As a 31-year-old single mother of two teenage boys, Tamika Johnson, despite an on-going addiction to alcohol, is able to work at night as a janitor. Her mother, Effie Johnson, is permanently disabled.

Reggie's first encounter with the juvenile justice system took place when he was 15 years old. With little support or encouragement at home, he struggled in school and soon developed a truancy problem. His truancy put him further and further behind his peers academically. When he did attend school his frustrations resulted in violent outbursts with other students and teachers. Since he did not go to school very often and no one at home was able to monitor his whereabouts at night, Reggie soon joined a neighborhood gang. One morning at 2:30 a.m. the police stopped Reggie and several other boys. Reggie was in possession of marijuana and was arrested.

Reggie spent several weeks at the Youth Guidance Center before his case was adjudicated. Since this was his first offense he received one year probation. The conditions of his probation included drug counseling. Additionally, he was required to regularly attend school and stay away from the gang.

Despite a few minor setbacks, Reggie was able to meet the terms of his probation successfully for almost six months. However, he missed the feeling of acceptance that he got from being a member of the gang. He began to skip school and hang out with his "homies." One night, seven months into his probation Reggie was arrested again. This time he was involved in a gang fight that resulted in serious injuries to another juvenile.

Reggie was sent to a small group home in Alameda County. During his six-month stay there, he attended school regularly and received educational testing that finally diagnosed him with a learning disability. He received drug counseling and therapy for his anger issues. Upon his

release, Reggie remained on probation with conditions similar to his previous probation. He was to attend school regularly, continue drug counseling and avoid known gang members.

Within one month of his release, Reggie re-offended. This time he was arrested for being in a gang fight in which he carried a weapon. Reggie was sent to Log Cabin Ranch.

Reggie has been at the Log Cabin Ranch for two days and it is not what he expected. There are no locked doors, fences or gates. He is treated with respect and concern by the staff. Aware of his learning disability, the teachers at the on-site school are implementing his Individualized Education Plan (IEP). There are also vocational programs in which he can participate.

He is receiving therapy for his anger issues and is able to discuss how he feels with the rest of his boys in his cohort, many of whom share similar histories of family problems, anger issues, chemical dependency and learning disabilities. His mother is able to visit him regularly since there is a bus every Sunday from San Francisco to the Ranch. His brother Demetrius can also visit him on selected days.

The Log Cabin Ranch is very different from the group home in Alameda County. Here people care about him. With the support, care and programming available to him while he's here and after he graduates, his chances of success are the best they've ever been.

Joseph Rodriguez: Ready to Graduate and Ready to Re-Enter Society

Eighteen year-old Joseph Rodriguez (not his real name), is seated at the counsel table of the San Francisco Juvenile Court, Department Four, waiting for his case to be reviewed. In the custody of Log Cabin Ranch for the past ten months, Joseph has struggled diligently to reach this phase of his treatment and rehabilitation.

On arrival at Log Cabin Ranch Joseph was uncooperative, resentful, anti-social and irresponsible. His adjustment was slow with a few relapses. Log Cabin Ranch staff was empathetic, kind, offering him a sense of belonging.

To fully understand Joseph's story, some background information about programs and procedures at the Ranch is needed. During a minor's commitment to the Ranch, regular meetings take place with the Case Review Team (CRT) to prepare for the resident's re-entry and aftercare. The CRT is comprised of representatives from each of the City stakeholder departments and all contracted agencies working with residents at Log Cabin Ranch.

Approximately one month prior to the anticipated graduation, there is a court hearing where the minor, with input from the CRT and family, presents an aftercare plan to the court. Present at this pre-graduation meeting, in addition to Log Cabin Ranch staff, will be the minor, his family, his counsel, a representative from the District Attorney's office, and members of the CRT. The pre-graduation meeting for Joseph Rodriguez is where our story begins.

Everyone present in the courtroom listens as the Probation Officer (PO) gives an oral summary of Joseph's case and progress to the Juvenile Court Judge. The Judge is presented with a detailed report including the reason for his assignment to Log Cabin Ranch, his family background, previous difficulties, school record, vocational program record and his peer group history.

Additionally, his file includes his medical and mental health record, prior placements and failures, and reports from counselors and therapists, accompanied by their recommendations. Included in the report are Joseph's accomplishments while at Log Cabin Ranch and his goals for the future.

Joseph's mother, who is seriously ill, is unable to attend the meeting. In lieu of her appearance, she has written a letter expressing pride in what Joseph has managed to achieve and her gratitude to everyone who helped her son.

The PO recounts for the court how Joseph kept to himself when he first arrived at the Log Cabin Ranch. But over time he has demonstrated strong leadership qualities and an ability to resolve conflict between residents at the Ranch.

Joseph appears to be a healthy teen of average appearance and natural intelligence. But what goes on in the mind of a juvenile offender like him? In his own words, Josephs tell us about his life and his neighborhood.

"I did a lot of robberies that was violent robberies and before that I was like, basically I was disrespectful, ruthless, wasn't level-headed, violent and angry. My dad left when I was seven years old and I was raised by my mom in Hunters Point. And my mom got cancer and it's always been hectic. Seeing people get shot, robbed, selling dope, you know. The fast life, the fast cars, girls, gold teeth, money, drugs. It's all around you. You walk out the door; you go outside to the street, that's all you see. That's all you live and that's all you know. So you're gonna participate in something, somehow, someday."

As a small boy, Joseph was placed in foster-care and spent time in Juvenile Hall. Joseph's words document a troubled teen's journey amidst the pain of poverty and profiling. Joseph's case report details his history of truancy and the dismal academic record indicating his performance levels: four grade levels below the standard in reading, and three grade levels below in mathematics.

Ten months ago, Joseph moved deeper into crime and he was arrested for another felony. The charges facing Joseph were serious enough that the District Attorney's Office wanted Joseph's case transferred to the adult court.

However, it was apparent to the Juvenile Court Judge that Joseph Rodriguez was a delinquent teen that had been ill-served by society and in need of treatment in a structured environment that offered a chance at rehabilitation. The judge, in her wisdom, recognized that Joseph needed help, not incarceration. The court decided that Log Cabin Ranch would best serve this at-risk youth. He was assigned to Log Cabin Ranch where the rural setting would be conducive to introspection and provide a calming environment where he could develop his skills.

Upon entering Log Cabin Ranch, Joseph was diagnosed with Post Traumatic Stress Disorder (PTSD) in addition to his inability to control his anger. Like many teens born into similar circumstances Joseph had been on a path of self-destruction.

For today's court session, Joseph sits respectfully, dressed in a suit and tie, as he listens to those who have played a significant role in his progress. The judge carefully reviews the guidelines of Joseph's probation and the court's expectations of him when he leaves the Ranch.

When it is Joseph's turn to address the court he begins with an apology for his prior offenses followed by words of sincere appreciation for all that he has managed to achieve with the unyielding guidance and support he received at the Ranch. Joseph never believed he could earn his high school diploma, but he was able to do so at the Ranch. He concludes by saying, "I went to the Ranch, thought a lot, wrote a lot. Basically I changed. I'm mellow inside. If you're willing to change, it is gonna happen. I was willing to change."

The academic, therapeutic and peer-group programs offered at Log Cabin Ranch prompted a change in Joseph's attitudes toward authority, how he relates to others and his view on the importance of education. Through a special state grant Joseph was awarded a scholarship and will be able to continue his education at City College.

The ultimate goal of Joseph's probation program is to empower him for re-entry into the community to become a well-adjusted and productive citizen. Joseph has learned positive social skills that are essential for him to succeed after he leaves the structured environment of Log Cabin Ranch.

Like most at-risk youth, Joseph wonders, "What is tomorrow going to look like for me?" Returning home to his neighborhood brings with it a new set of challenges. Being one of the fortunate ones, Joseph's aftercare plan includes a support system that will help try to prevent an incident of recidivism.

CONCLUSION

San Francisco's Juvenile Probation Department has many stakeholders that support the Log Cabin Ranch through direct programming and services. The Division of Public Health, the San Francisco Unified School District and the San Francisco Public Library have all expanded their commitment to the Ranch through increased resources and a tremendous willingness to work with the Juvenile Probation Department.

The California Corrections Standards Authority and the United States Office of Juvenile Justice and Delinquency Prevention have taken note of the extraordinary progress that has been made at Log Cabin Ranch. However, the San Francisco Juvenile Probation Department recognizes that much work needs to be done before the Log Cabin Ranch can become a national model.

Primarily, the Ranch must grow to its full capacity. While this may be the most overwhelming task due to the City of San Francisco's current fiscal challenges and projected budget deficit, it is perhaps the most important factor in establishing a robust program and determining meaningful results.

It is crucial that all stakeholders set aside their departmental biases in order to benefit the young people being served in the San Francisco juvenile justice system. During its investigation the Civil Grand Jury was dismayed to witness that long-held territorial squabbles exist among the stakeholders, i. e. the Public Defender's office, the District Attorney's office and the Juvenile Probation department, despite an obvious commitment from them to do what is best for the youth of San Francisco.

Additional meaningful change can happen but it must come about with all stakeholders believing that change can happen, putting aside their negative perceptions of the Ranch, and moving forward.

COMMENDATIONS

Thousands of young people deal with hunger, homelessness and unemployment every day. They also face the real prospect of getting "locked up." Over 2,300 San Francisco youth face that prospect each year. For many of those young people, their first stop will be the Youth Guidance Center at 375 Woodside and then a court appearance to determine disposition.

Some young people will fail informal probation, formal probation, and group homes and still be continually arrested. The options for dealing with this type of youth are very limited. The most severe cases may end up in the California Youth Authority, known as the "baby pen." However, as the State of California begins to dismantle its juvenile justice system, the Log Cabin Ranch becomes a viable and effective option for these youth who are at the greatest risk.

Our investigation found that there are many dedicated individuals working extremely hard to save San Franciscan juveniles who are unable to resist the lure of the streets.

The 2010-2011 San Francisco Civil Grand Jury wishes to thank all of the individuals and groups who care for the young men at Log Cabin Ranch. Your sacrifice, your commitment and your involvement make the difference between success and failure for these young men.

METHOD OF INVESTIGATION

The Jury began its investigation in October 2010. The investigation included a visit to the Youth Guidance Center in San Francisco, two visits to the Log Cabin Ranch in La Honda, and one to the James Ranch in Santa Clara County. The Jury also attended two court sessions concerning youth involved in the juvenile justice system. Interviews were conducted with the following:

- The San Francisco District Attorney's Office
- The San Francisco Public Defender's Office
- The Superior Court of San Francisco
- Log Cabin Ranch residents
- Parents and siblings of the residents of Log Cabin Ranch
- The Santa Clara Probation Department
- The San Francisco Juvenile Probation Department
- The San Francisco Unified School District
- The San Francisco Public Library

The Jury also reviewed literature from local, regional, state and national sources involved in juvenile justice and rehabilitation programs.

FINDINGS

1. The current educational program does not take advantage of the beautiful natural environment of the site, which offers multiple hands-on teaching opportunities.
2. Thorough and meaningful program evaluation based upon solid data about Log Cabin Residents following graduation is needed. The Grand Jury acknowledges that the improved Log Cabin Ranch program does not currently provide sufficient data about its graduates. However, program assessment based upon such data is sorely needed.
3. Log Cabin Ranch needs an effective "Enterprise Program" which could generate additional operational and programmatic revenue.
4. Despite well intentioned efforts there still remain "turf battles" among the stakeholders.
5. Due to the age of the buildings (circa, 1950), structural improvements to the Ranch are greatly needed.
6. The Grand Jury believes that the Log Cabin Ranch is under-utilized and the recent positive programmatic changes warrant expansion to maximum capacity.
7. Current vocational programs offered at the Ranch set up the residents for disappointment because permanent jobs are not available in those areas of training. Additionally, training is not adequate for entry level positions.
8. In the opinion of the Grand Jury, not all members of the Log Cabin Ranch staff have fully embraced the tenets of the Missouri Model.
9. The basic high school program in its current form offers a limited education curriculum.
10. The Juvenile Collaborative Reentry Program is currently only available to youth returning from out-of-home placements such as Glen Mills and George Junior Republic. This very successful program should also be available to students reentering from the Log Cabin Ranch.

RECOMMENDATIONS

1. Increase collaboration among the San Francisco Conservation Corps, the San Francisco Unified School District and Urban Sprouts to develop projects which utilize the natural environment for outdoor education opportunities including gardening, landscaping, native plant restoration, pond maintenance, creek habitat restoration, trail creation and hiking.

Response required: Juvenile Probation Department

2. As sufficient data become available, establish relationships with local graduate schools in disciplines such as Social Work and Psychology who may be able to assist with outcome assessment and evaluation as there are a number of thesis topics for their students.

Response required: Juvenile Probation Department

3. Explore the possibilities of developing a contractual relationship with both the San Francisco Department of Public Works and the Department of Parks and Recreation for the Log Cabin Ranch residents to sell to them benches and picnic tables made at the Ranch for use on city streets and in city parks.

Response required: Juvenile Probation Department

4. The Log Cabin Planning Committee, which currently meets only on an ad hoc basis, should become a permanent committee meeting quarterly to build on its original success. The committee should be used as a forum to discuss and address long held negative biases and "turf-battles" among the stakeholders. Further tasks could include: (1) exploring the expansion of involvement of community-based organizations with the Ranch; (2) exploring and seeking additional funding opportunities from private foundations and other sources; and (3) expanding and broadening the vocational opportunities currently offered at the Ranch.

Response required: Juvenile Probation Department, District Attorney, Public Defender

5. The Mayor and the Board of Supervisors should immediately provide capital funding for long neglected infrastructure needs.

Response required: Mayor and Board of Supervisors

6. The Mayor and the Board of Supervisors should support funding for a third cohort in the fiscal year 2011-2012 budget cycle, and for a fourth cohort in the 2012-2013 budget cycle.

Response required: Mayor and Board of Supervisors

7. Vocational and apprenticeship programs should be developed in fields such as auto mechanics, metal working and welding, pipe fitting, solar panel installation or other union-affiliated positions.

Response required:: Juvenile Probation Department, San Francisco Unified School District

8. There should be regular and on-going training in the Missouri Model for all Ranch employees, regardless of their classification or department affiliation. Employee evaluations should include an assessment of the employee's ability to properly utilize the model in his/her interactions with the residents. For the Ranch to be successful all stakeholders must be using the same language and be on the same philosophical path.

Response required: Juvenile Probation department

9. The San Francisco Unified School District should explore additional educational options that would challenge all Log Cabin Residents. These options could include programs such as the "Big Picture" model currently used at San Francisco court-appointed schools or a charter school scenario.

Response required: San Francisco Unified School District

10. Log Cabin Ranch should develop a speakers' bureau and/or mentorship program that would bring people to the Ranch to share information about various occupations and the positives and negatives of those occupations.

Response required: Juvenile Probation department

11. The Juvenile Probation Department should immediately seek either City or grant funding to expand the Juvenile Collaborative Reentry Team program to include youth reentering society from the Log Cabin Ranch.

Response required: Juvenile Probation department

APPENDIX A

The Missouri Model – A Summary

Developed and fine-tuned over many years, the Missouri youth corrections model is epitomized by six core characteristics:

1. Confinement, when needed, takes place in smaller facilities located near the youths' homes and families.
2. Youth are placed into closely supervised small groups with a rigorous group treatment process offering extensive and ongoing individual attention.
3. Emphasis is placed on constant staff supervisor and supportive peer relationships rather than coercive techniques.
4. Youth are helped to develop academic, pre-vocational and communication skills as well as crucial insights into the roots of their delinquent behavior and new social competence to acknowledge and solve personal problems.
5. Family members are involved as both partners in the treatment process and as allies in planning for success in the aftercare transition.
6. Youth transitioning to home are provided considerable support and supervision including aftercare planning prior to release, monitoring, mentoring and working hard to enroll them in school, place them in jobs, and sign them up for extracurricular activities in their communities.

An additional characteristic of the Missouri Model is the use of indeterminate sentencing. With cooperation from juvenile judges across Missouri, the Division of Youth Services (DYS) individualizes treatment of delinquent youth by adjusting the length of confinement based on their progress in treatment and readiness to return safely to community life.

DYS employs a level system to track progress and determine each young person's readiness for release. Generally, there are four stages in the treatment process:

1. Orientation during which young people become acclimated to the procedures, expectations and environment of the DYS facility.
2. Self-Discovery where the young people begin seeing how their current problems and behaviors are rooted in their personal and family histories and where they take responsibility for their past crimes and misdeeds.
3. Integration when young people begin to learn about themselves by taking leadership roles within their group, reopening channels of positive communication with family members and applying themselves in new jobs, community service projects and learning activities.
4. Transition when young people, working with facility staff, their service coordinators and their families develop a plan for success when they return home.

Finally, it is important to note that DYS provides no hard and fast benchmarks for when a young person moves through the four stages of treatment outlined above. Rather, movement from one level to the next is determined subjectively by the staff team, with input from other youth in the group, in consultation with the youth's service coordinator. Most importantly, other than youth who age out of the system, no young person leaves a DYS facility until he or she completes the levels and demonstrates both the desire and the skills to succeed and remain crime-free upon release. More detailed information about the Missouri Model and its success can be found at the website of the Annie E. Casey Foundation at www.aecf.org.

APPENDIX B

AUTHORIZING THE CITY AND COUNTY OF SAN FRANCISCO TO ESTABLISH A JUVENILE FORESTRY CAMP IN THE COUNTY OF SAN MATEO, STATE OF CALIFORNIA, PURSUANT TO THE PROVISIONS OF SECTION 901 OF THE WELFARE AND INSTITUTIONS CODE, AND AUTHORIZING THE BOARD OF SUPERVISORS OF THE CITY AND COUNTY OF SAN FRANCISCO TO AGREE WITH THE COUNTY OF SAN MATEO FOR THE RECEPTION IN SAID CAMP OF JUVENILE DELINQUENTS WHO ARE RESIDENTS OF THE COUNTY OF SAN MATEO, AND PROVIDING FOR THE NUMBER THEREOF AND THE AMOUNT TO BE PAID BY SAID RESIDENTS OF THE SAID COUNTY OF SAN MATEO:

RESOLUTION NO. 1984
(Series of 1939)

That, WHEREAS, the Juvenile Probation Committee of the City and County of San Francisco plans to install and maintain at a suitable location in the County of San Mateo a Juvenile Forestry Camp wherein wards of the Juvenile Court who are amenable to discipline, other than close confinement, may be detained, housed and cared for, and to which boys who would otherwise be committed to the Preston School of Industry or to the Whittier State School may be committed by the court in lieu of commitment to state institutions; and

WHEREAS, said Juvenile Forestry Camp is to be under the jurisdiction of the Juvenile Probation Committee and is to be operated and maintained by said Committee; and

WHEREAS, all expenditures made for the maintenance of said camp and for the payment of those engaged in the operation thereof are to be in accordance with the budgetary and fiscal procedure provided for in the charter, the Annual Budget, and Appropriation Ordinance and the Salary Ordinance enacted for the year 1941-2; and

WHEREAS, all and singular the employees of said Juvenile Forestry Camp shall be retained, hired and serve pursuant to the civil service provisions of the charter; and

WHEREAS, the maximum number of boys to be sent to said camp is not to exceed fifty (50), and said County of San Mateo is to have the right to send at any particular time wards of the Juvenile Court of San Mateo County in the ratio of one to five, that is to say, that there shall not be more than one boy committed or maintained in said Camp, who is a resident of San Mateo County, to each five boys who are residents of the City and County of San Francisco and being maintained in said camp; and

WHEREAS the said Camp is to be operated and maintained by the City and County of San Francisco and is to be subject to the provisions of Sections 901, 902 and 903 of the Welfare and Institutions Code of the State of California, and the County of San Mateo is to pay its proportion of the cost of maintaining and operating said Camp, the said amount to be determined by the proportion which the number of wards from San Mateo County bears to the number of wards from the City and County of San Francisco, but in no event is the cost to San Mateo County to exceed the sum of \$50.00 per month per ward;

NOW, THEREFORE, that the president of the Board of Supervisors of the City and County of San Francisco enter into an agreement in conformity with the provisions of this Resolution, and full power and authority are hereby given to the President of said Board to agree with the Board of Supervisors of the County of San Mateo on additional terms and conditions for the purpose of carrying out the provisions of this resolution.

Adopted - Board of Supervisors, San Francisco, July 28, 1941.

I hereby certify that the foregoing resolution was adopted by the Board of Supervisors of the City and County of San Francisco.

David A. Barry
Clerk

Approved, San Francisco, July 29, 1941

Angelo J. Rossi
Mayor

APPENDIX C

HISTORICAL TIMELINE OF EVENTS AT LOG CABIN RANCH

- 1939 A special grant from the Rosenberg Foundation in cooperation with the City and County of San Francisco enabled the formal opening of the Log Cabin Ranch School for Boys. On a leased site, on the Gualala River in Mendocino County, the original ranch was 126 miles North of the city in the heart of a redwood forest. While the Gualala location offered advantages, the distance from the city, the expense of transportation and the difficulty of crossing the Gualala River during winter months made it necessary to seek a more accessible location.
- 1941 After a thorough search, San Francisco juvenile authorities discovered the Crocker estate comprised of 630 acres, partially in and partially above La Honda's redwood timberline. The La Honda property was leased with an option to buy.
- 1942 San Francisco formally secured the land title purchasing the Crocker property for \$25,517. The Log Cabin Ranch School has been maintained and operated by San Francisco since then. The city, by ordinance (see attached Appendix B) took responsibility for operation and soon afterward developed an operating budget. Operational jurisdiction falls under the leadership of the Juvenile Probation Department and is administered by the Chief Probation Officer working with the Juvenile Court.
- 1956 Plans are drawn for a building project to replace almost all the buildings at the Ranch. The educational program is mainly one of training. The Ranch provides a set of standards to which a boy adjusts in his program toward graduation and as he adjusts to these standards, a program of counseling attempts to change his attitude toward authority and society in general. A juvenile makes progress by achieving a series of small goals. The age range for residents during this time period is 15-18. The average stay is eight months.
- 1960's All youth attend school half a day and work half a day. The school program is conducted in two classrooms and a school shop. The school shop teaches millwork, welding and sheet metal work. Many boys are unable to read and write so a great deal of audio and visual material is provided. The work program includes a farm with a complete dairy. Through the generosity of several community based organizations, a beautiful swimming pool was added at no cost to the city.
- 1970's Log Cabin Ranch offers programs in horticulture, carpentry and auto-shop.
- 1990's Signs of neglect are evident.
- 2000 San Francisco city leaders are concerned about the surge in violence among juveniles in the streets. Youth advocates argue for an improved Log Cabin Ranch.
- 2003 Log Cabin Ranch is in an appalling condition, a reflection of the deteriorating state of the of the San Francisco Juvenile Probation system. A Mayoral task force

- charged with examining whether San Francisco should close the ranch or turn it over to a private contractor recommends giving the Juvenile Probation Department one last chance to transform the compound. The Mayor's Budget Office urged closing the facility but support from the Juvenile Court judges and the Mayor provides new hope for the facility and the boys who reside there.
- 2006 A new era begins at the ranch. A new Chief Juvenile Probation Officer is hired, and he and his new Deputy Chief are given the challenge of bringing major long-term improvement to the program.
- 2007 Log Cabin Ranch initiates a series of enhanced programs based on the Missouri Model (Appendix A) viewed as a national best practice for the operation of juvenile detention facilities. The program emphasizes a holistic model of services for San Francisco youth and their families.
- 2008 Log Cabin begins to show significant improvement. As a result of the newly implemented programs, juvenile court judges are now sending more at-risk teens to the facility.
- 2009 Community based programs such as Unban Sprouts and the San Francisco Conservation Corps are incorporated into the Ranch's vocational program.
- 2010 An annual report detailing the enhanced programs, partnering projects, and physical improvements to the property is published.
- 2011 A status report is published. The annual operational budget from the general fund for Log Cabin Ranch is \$2.6 million. The current staff is working to meet the needs of 24 residents. Log Cabin Ranch offers an improved re-entry program that helps juveniles' transition back to the community.

APPENDIX D

RAMP-SF is a six-week job readiness training program that aims help at-risk youth get into a paid job training program and continue their education. To apply, applicants need to be 18-24 years old, residents of San Francisco, and willing to take a drug test.

Below is a tentative general overview of the program schedule

Week One	Assessment/Team Building
Week Two	Life Skills
Week Three	Workplace Skills
Weeks Four/Five	Work Experience
Week Six	Interviews for Placement

Participants get paid a weekly grant while they are in the RAMP Program.

Weeks One/Two/Three	\$100
Week Four	\$125
Week Five	\$135
Week Six	\$150

ENDNOTES

- ¹ A Project of the Redwood Justice Fund, Prison Radio, Producer Noelle Harrahan, 2003, p. 3
- ² The Missouri Model, Reinventing the Practice of Rehabilitating Youth Offenders, 2010, p. 3
- ³ A Project of the Redwood Justice Fund, Prison Radio, Producer Noelle Harrahan, 2003, p. 7
- ⁴ The Missouri Model, Reinventing the Practice of Rehabilitating Youth Offenders, 2010, p. 7
- ⁵ The Missouri Model, Reinventing the Practice of Rehabilitating Youth Offenders, 2010, p. 24
- ⁶ A Project of the Redwood Justice Fund, Prison Radio, Producer Noelle Harrahan, 2003, p. 10

RESPONSE MATRIX

FINDINGS	RECOMMENDATIONS	RESPONSE REQUIRED
<p>Finding 1 The current educational program does not take advantage of the beautiful natural environment of the site, which offers multiple hands-on teaching opportunities.</p>	<p>Recommendation 1 Increase collaboration among the San Francisco Conservation Corps, the San Francisco Unified School District and Urban Sprouts to develop projects which utilize the natural environment for outdoor education opportunities including gardening, landscaping, native plant restoration, pond maintenance, creek habitat restoration, trail creation and hiking.</p>	<p>Juvenile Probation Department.</p>
<p>Finding 2 Thorough and meaningful program evaluation based upon solid data about Log Cabin Residents following graduation is needed. The Grand Jury acknowledges that the improved Log Cabin Ranch program does not currently provide sufficient data about its graduates. However, program assessment based upon such data is sorely needed.</p>	<p>Recommendation 2 As sufficient data become available, establish relationships with local graduate schools in disciplines such as Social Work and Psychology who may be able to assist with outcome assessment and evaluation as there are a number of thesis topics for their students.</p>	<p>Juvenile Probation Department</p>
<p>Finding 3 Log Cabin Ranch needs an effective "Enterprise Program" which could generate additional operational and programmatic revenue.</p>	<p>Recommendation 3 Explore the possibilities of developing a contractual relationship with both the San Francisco Department of Public Works and the Department of Parks and Recreation for the Log Cabin Ranch residents to sell to them benches and picnic tables made at the Ranch for use on city streets and in city parks.</p>	<p>Juvenile Probation Department</p>

<p>Finding 4 Despite well intentioned efforts there still remains “turf battles” among the stakeholders.</p>	<p>Recommendation 4 The Log Cabin Planning Committee, which currently meets only on an ad-hoc basis, should become a permanent committee meeting quarterly to build on its original successes. The Committee should be used as forum to discuss and address long held negative biases and “turf-battles “ among the stakeholders. Further tasks could include: (1) exploring the expansion of involvement of community-based organizations with the Ranch; (2) exploring and seeking additional funding opportunities from private foundations and other sources; and (3) expanding and broadening the vocational opportunities currently offered at the Ranch.</p>	<p>Juvenile Probation Department. District Attorney Public Defender</p>
<p>Finding 5 Due to the age of the buildings (circa, 1950), structural improvements to the Ranch are greatly needed.</p>	<p>Recommendation 5 The Mayor and the Board of Supervisors should immediately provide capital funding for long neglected infrastructure needs</p>	<p>Mayor Board of Supervisors</p>
<p>Finding 6 The Grand Jury believes that the Log Cabin Ranch is under-utilized and the recent positive programmatic changes warrant expansion to maximum capacity.</p>	<p>Recommendation 6 The Mayor and the Board of Supervisor should support funding for a third cohort in the fiscal year 2011-2012 budget cycle and for a fourth cohort in the 2012-2013 budget cycle.</p>	<p>Mayor Board of Supervisors</p>
<p>Finding 7 Current vocational programs offered at the Ranch set up the residents for disappointment because permanent jobs are not available in those areas of training. Additionally, training is not adequate for entry level positions.</p>	<p>Recommendation 7 Vocational and apprenticeship programs should be developed in fields such as auto mechanics, metal working and welding, pipe fitting, solar panel installation or other union affiliated positions.</p>	<p>Juvenile Probation Department San Francisco Unified School District.</p>

<p>Finding 8 In the opinion of the Grand Jury, not all members of the Log Cabin Ranch staff have fully embraced the tenants of the Missouri Model.</p>	<p>Recommendation 8 There should regular and on-going training in the Missouri Model of all Ranch employees, regardless of their classification or department affiliation. Employee evaluations should include an assessment of the employee's ability to properly utilize the model in his/her interactions with the residents. For the Ranch to be successful all stakeholders must be using the same language and be on the same philosophical path.</p>	<p>Juvenile Probation Department</p>
<p>Finding 9 The basic high school program in its current form offers a limited education curriculum.</p>	<p>Recommendation 9 The San Francisco Unified School District should explore additional educational options that would challenge all Log Cabin Residents. These options could include programs such as the "Big Picture" model currently used at San Francisco court-appointed schools or a charter school scenario.</p> <p>Recommendation 10 Log Cabin Ranch should develop a speakers' bureau and/or mentorship program that would bring people to the Ranch to share information about various occupations and the positives and negatives of those occupations</p>	<p>San Francisco Unified School District</p> <p>Juvenile Probation Department</p>
<p>Finding 10 The Juvenile Collaborative Reentry Program is currently only available to youth returning from out-of-home placements such as Glen Mills and George Junior Republic. This very successful program should also be available to students reentering from the Log Cabin Ranch.</p>	<p>Recommendation 11 The Juvenile Probation Department should immediately seek either City or grant funding to expand the Juvenile Collaborative Reentry Team program to include youth reentering society from the Log Cabin Ranch</p>	<p>Juvenile Probation Department</p>