

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

TABLE OF CONTENTS

1. Introduction
2. Summary
3. What Is the Log Cabin Ranch?
4. Historical Development
5. Current Log Cabin Ranch Development: Changes and Enhancements
 - Program Enhancements
 - Procedural and Operational Changes
 - Physical Improvements
 - Log Cabin Ranch Planning Committee
6. Support Based Organizations
7. Education at Log Cabin Ranch
8. Another Successful Juvenile Probation Department Program
9. Personal Development: Log Cabin Ranch Resident Stories
 - A Juvenile Is Sent To Log Cabin Ranch
 - A Resident Is Ready for Graduation and Re-entry into Society
10. Conclusion
11. Commendations
12. Method of Investigation
13. Findings
14. Recommendations
15. Appendices
16. Endnotes
17. Response Matrix

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.

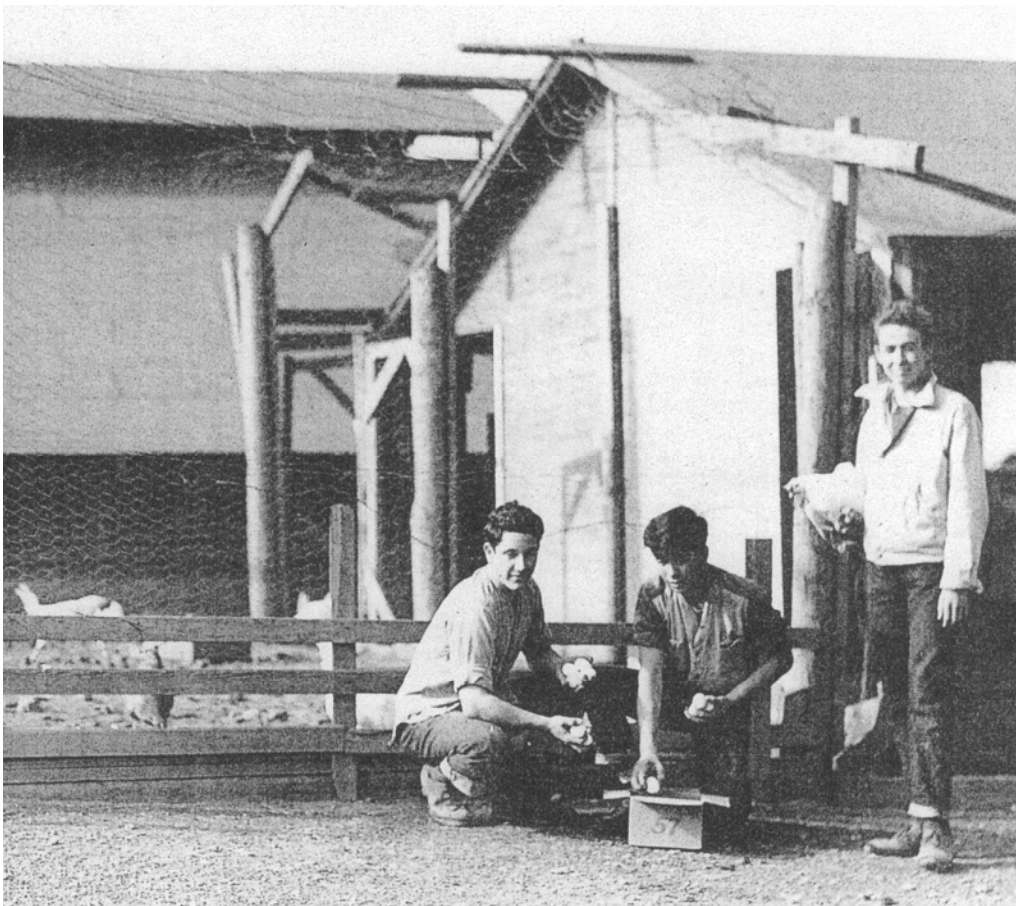
Two out-of-home juvenile rehabilitation-treatment facilities frequently used by the San Francisco Juvenile Court for assignment are Glen Mills in Philadelphia and George Junior Republic (a mental health facility) in Pittsburgh. Both facilities are highly regarded by some members of the juvenile justice 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.

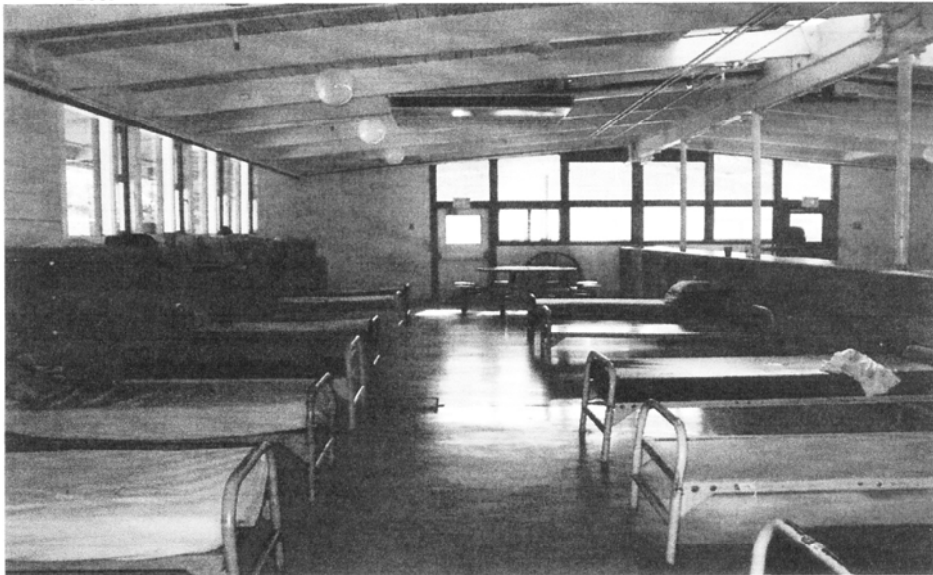
PHYSICAL IMPROVEMENTS

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.

2009

Log Cabin Ranch Dorm Renovation



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.



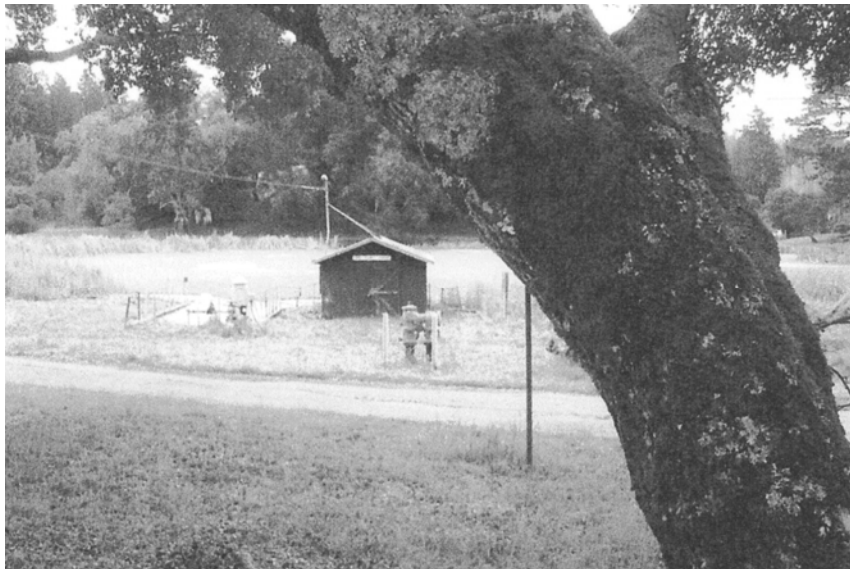
The educational credits earned at Log Cabin can be transferred, and a high school diploma can be earned while at the ranch. A General Education Diploma (GED) program is also available to students who need to take that direction.

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, someway."

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>