

CHARTING CHANGE:  
PROGRESS IN THE ILLINOIS DEPARTMENT OF JUVENILE JUSTICE

IYC PERE MARQUETTE

MODELS FOR CHANGE INITIATIVE  
JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION  
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**The John Howard Association of Illinois** provides critical public oversight of the state's prisons, jails, and juvenile correctional facilities. As it has for more than a century, the Association promotes fair, humane, and effective sentencing and correctional policies, addresses inmate concerns, and provides Illinois citizens and decision-makers with information needed to improve criminal and juvenile justice.

**As a partner in the John D. and Catherine T. MacArthur Foundation's Models for Change juvenile justice initiative**, the John Howard Association of Illinois has been tasked with observing first hand each of Illinois' eight Youth Centers, the secure correctional facilities operated by Illinois' new Department of Juvenile Justice, and to report on the Department's progress toward reforms consistent with Models for Change goals. Progress will be measured according to "performance measures" proposed for each Youth Center and for the Department overall.

**This report** describes one Youth Center and the performance measures proposed for it in 2007. The report also describes first steps that have been taken by the new Department of Juvenile Justice to improve conditions and operations, as well as particular obstacles associated with the Youth Center. Collectively, the reports on all eight of Illinois' Youth Centers are intended as a resource for policymakers, advocates, Models for Change partners, the media and the public who seek to understand secure confinement as it exists for youth in Illinois and the challenge of bringing about change in the ways that Illinois now incarcerates troubled youth. Individually and collectively these reports provide a base-line reference for annual updates on the Department's progress at each Youth Center and on periodic reports on issues such as education, staffing, disciplinary practices, reentry or "aftercare" for youth, and the Department's budgetary needs.

**This report draws upon the observations of volunteer citizen visitors** who through the John Howard Association provide public oversight of prisons, jails, and juvenile corrections facilities. These visits bring people from many walks of life into closed institutions where they can observe activities and conditions and speak with residents and employees.

This report was written by and under the direction of Malcolm C. Young with Patricia Connell and with contributions from John Howard Association of Illinois staff members Charles A. Fasano and Jannifer Nevilles.

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CHAPTER THREE: “CHARTING CHANGE”  
PROGRESS IN THE ILLINOIS DEPARTMENT OF JUVENILE JUSTICE  
IYC PERE MARQUETTE

**IYC Pere Marquette**

**IYC Pere Marquette** is much the smaller of the state’s two Youth Centers for girls. It is located about 300 miles from Chicago on a 25 acre plot nestled into woods on the uphill side of Illinois Route 100 at almost precisely the point at which the Illinois and Mississippi Rivers merge, having turned from their southward courses to flow east around St. Louis, Missouri. It is also the point at which Pere Marquette, Joliet and five European companions first entered Illinois in early August 1673, according to a stone monument placed on a rock outcropping a few hundred yards north of the turn-off onto the Youth Center property. A little further up, the Brussels Ferry, a barge and tug combination, pushes its way across the Illinois River every few minutes.

Barely half a mile below the Youth Center the small town of Grafton sits on the edge of the Illinois River. Grafton has several restaurants in 19th Century period brick and stone buildings, an old ironworks that displays fencing, garden gates, trellises and other metal fabrications for sale, and several more wineries, bars, restaurants and guest cottages along the main street which is Route 100. St. Patrick’s Church holds a fall fish fry just across the street from the Piash Winery. Timber Ridge Condominiums, three dozen or more units piled four or five stories high, faces across the river valley from above a clear cut slope of land: “A life with a view,” according to the sign. Grafton’s Landing, a new marina, has slips to hold over 200 small boats.

In a town like this, it’s hardly a surprise to see gift shops, a “Wholesale Art Outlet,” an ice cream store, a candy store advertising fudge, and a small tourist’s shop located in a stone building indelibly marked “Grafton Bank.” It is only a little more surprising to encounter the New Piasa Chautauqua Historical District a few miles further down river. The Chautauqua itself, and its rather large theater, have been rehabilitated and is seasonally active.

Between Grafton and Alton, 18 miles to the southeast, there are smaller old river towns, barge tie-ups, the rehabilitated Chautauqua, and limestone caves just yards off the highway. At Alton, the “family” and arts and crafts character of entertainment changes. The Argosy Casino and Riverboat, circus-color gaudy with serious looking security ready to park your car and usher you in, is open for gambling and shows at the very foot of the town’s economically depressed business district.

IYC Pere Marquette was originally a private “Gentleman’s Farm” in the mid-1920s. Willed to the state, it was converted to a “youth farm” in the early 1960s. The main structures, set back and up from the road along a single long drive, include the original stone “farm house” built for the “gentleman,” now converted to administration, and a handsome horse barn into which have been built two living units on the first floor and offices, meeting rooms and a recreation space on the second floor. The living units consist of two facing rows of cells along the width of the barn in the same place that, it appears, horse stalls or cattle stanchions might have been.

Uphill from the barn and other structures there is a fairly large building that was used for calving that has been remodeled into a dining hall. Behind the barn there is another building which houses a laundry. Across from the barn a row of connected structures house classrooms, a library, a medical unit, a confinement unit with three confinement rooms and space for security offices. Two “temporary school room” trailers are available for vocational classes. The buildings are quite close together.

There is no gym.

On the outside, IYC Pere Marquette appears bucolic. Its walks, grounds and a number of terraced walls are planted with decorative and flowering plants. There are woods on three sides, set back across a grassy meadow. The wood-built dining room and some other spaces are like some Forest Service mountain lodges. There is no security fence around the perimeter.

The atmosphere on the living units is the opposite of bucolic. Two rows of facing cells have very heavy, secure prison-style doors opening into a gray corridor. The cells are dark, and they are not large: an estimated 8' by 15-16' housing two girls and their large property boxes. Cell windows are covered by metal grill work. Furniture is metal, sparse, and limited to a bed, chair and desk, property boxes about 3 1/2' x 2' x 1' in size, and a toilet. At the time of our visit on September 12, 2006, the cell blocks and cells were very gray. In every entryway and passage, metal strips have been welded to secure items that pose risk or invite mischief: a metal grill around a television set; protective strips over various pipes or electrical connections. The common space and halls are cramped and feel close.

Pere Marquette had a rated capacity of 68 girls until a few years ago, when it was reduced to 36 by the contractual limits of the comprehensive substance abuse treatment program in which all residents participate. It is classified as a Level 4 Minimum Security facility.

### Performance Measures for IYC Pere Marquette

#### A. Physical Setting

##### 1. Art work, notices of achievements and other decorations

*IYC Pere Marquette is moving slowly toward brightening up its interior and posting notices of girl's accomplishments, examples of their own work, or art. In September 2006, cells had a small portion designated for girls' personal art, photos or displays. Black tape framed two small portions of the cell wall on which each of the two girls who lived in the cell could post papers or photographs. But generally girls were not allowed to display the art work they created with the encouragement of a volunteer, and could only keep it out of sight in their property boxes. By the time of the August 2007 visit, the two girls' living units had been repainted in brighter colors, one lilac and the other apple green. Girls are actively encouraged to have reminders of home and their progress in the treatment program.*

*IYC Pere Marquette would benefit from an "artist in residence" with the authorization to help decorate living units and common areas, along the lines of the artist who is working her way through IYC Warrenville. Because the facility is small and the overall task less demanding, perhaps the artists already volunteering from the local community could be asked to oversee the girls' contributions to refurbishing the Youth Center's décor, even at a modest cost. Certainly, the Department would begin to satisfy a **performance measure** if it engaged people with a similar talent to that of the "artist in residence" at Warrenville, to teach and oversee creative and expressive artwork at IYC Pere Marquette and other Youth Facilities.*

*IYC Pere Marquette would go some way toward satisfying a **performance measure** for creating a more positive, child-friendly environment if it opened the facility up to more generous displays of art, color and pieces recognizing girls' achievements in both living units, common areas, and the school. We were told that plans were underway to do just this.*

##### 2. Repainting walls in common areas in lighter, brighter and varied colors.

*Between our visit in September 2006 and August 22, 2007, the inside recreation and group meeting space above the living units had been repainted soothing pastel colors. This marked a major improvement, notwithstanding that the spaces are quite bare of individual art or bits of brightness. IYC Pere Marquette would further satisfy a **performance measure** if it continues rapidly to brighten the walls wherever youth or staff member are spending any time.*

##### 3. Taking steps to improve the appearance of the facility.

*More than paint and posters will be needed to truly improve the interior appearance of IYC Pere Marquette. Certainly this is the case in the living units. The excess metal caging for equipment, the gray metal doors built into each living unit, and the jail- or prison-like construction now in place will take more to liven up and soften than does the slightly corporate design of space at Warrenville. On the other hand, the dining area and meeting room might be improved dramatically with some relatively inexpensive alterations. IYC Pere Marquette would satisfy a*

*performance measure* by bringing in a capable design engineer to develop face-changing architectural or design changes reasonable in cost.

Another *performance measure* would involve integrating the corrections-related requirements of this unique facility with the security concerns appropriate to the youth who are assigned to it and the programming that is or may be offered at this facility. Already there is a conscious effort to move in this direction: one of the administrators told our visiting team in August 2006, “We try to integrate security and treatment.” The reality is that the property has no security fence and no one we spoke to thought one was needed. On the outside, the facility is open, “woody,” and attractive like the “gentleman’s farm” it was designed to be in the previous century. Managers, program specialists, health care professionals and other staff should continue to ask if the heavy prison design in the living units is necessary or fits into the scheme of the programming goals which may be established for this unique facility.

Some major structural work is required for safety reasons. The locking system now in place in the aged and wood-built living units require manual unlocking of each cell, constituting a fire hazard. An important *performance measure* at IYC Pere Marquette will be to have provided adequate, standards-compliant safety and security systems including the means of rapid exit in an emergency.

#### 4. Meals and food service

Girls at IYC Pere Marquette eat in a single dining room in a separate building. At the time of our September 2006 visit, the food service was very good, with staff, Department administrators and girls very positive about the quality and variety provided. There was a salad bar loaded with a variety of well-prepared fresh vegetables, some fruit, condiments and dressings. The food service staff obviously took pride in their handiwork.

As at Warrenville, girls are allowed to be quite sociable at meals, and meal time was clearly a social event. The dining area was noisy, girls animated, and staff did not seem to mind.

Girls work in the kitchen and we spoke to several who told visitors enthusiastically that they enjoyed the work. Youth generally like food service jobs at Youth Centers because they are paid and are out of their cells more than youth who do not have jobs. But at some Youth Centers the boys or girls assigned to work in the kitchen or dining areas are obviously positively engaged by the professional staff, receiving instruction, learning, and clearly taking pride in their work. In September 2006, IYC Pere Marquette was one of these Youth Centers.

Things had changed at the time of our visit in August 2007. Lunch was completely cold. The salad bar lacked quality and variety. We were told that even some evening meals require “no cooking.”

*Two reasons were given for this setback. First, four of five dietary positions are vacant through attrition and because two staff are on medical leave. Meals are prepared under the supervision of staff from other parts of the facility.*

*The second reason was imposed by the Illinois Department of Corrections which manages food procurement. Because of its location and small size, IYC Pere Marquette had been permitted to order food locally rather than from Illinois Department of Corrections' large, regionalized food vendors. The Department reversed this practice. Its suppliers, however, refused to ship the small quantities of food needed at IYC Pere Marquette, which lacked space to store large quantities. The Illinois Department of Corrections is now allowing the Youth Center to return to the old system of buying locally.*

*A **performance measure** at IYC Pere Marquette will be met once it has hired competent dietary staff --- requiring perhaps that the two staff on sick leave be replaced.*

*Another **performance measure** will be met when the facility is purchasing fresh foods and provisions locally as in the past and the quality of food service is returned to the levels we encountered in September 2006.*

*Satisfying these two **performance measures** may require a higher level of funding per capita than does the competent operation of dietary services at most facilities, in part because of the size of the resident population. But the same factor --- size --- combined with the tradition of high quality food service suggests vocational programming with great promise and a tie-in to the community, with its seasonal tourist restaurants and ice cream parlors. See Sec. \_\_\_\_ below. Accordingly, another **performance measure** would be to consider and possibly institute a vocational program and/ or nutritional education program in concert with the work program in the dining hall to turn a work assignment into a vocational and training program.*

*Finally, a **performance measure linked** to the steps to be taken to restore the quality of food services will be to undertake nutritional reviews of the dietary program department-wide and at IYC Pere Marquette.*

5. Increasing and maintaining landscaping efforts and the development of recreational fields.

*At the time of our August 2007 visit, and continuing to the present, IYC Pere Marquette has a very active "landscape maintenance" and gardening program under the direction of Mr. Tomlinson, a volunteer. The results are visible all around. A **performance measure** at IYC Pere Marquette will be to continue its planting and landscaping program.*

*There is an outdoor basketball court and a field that is used for softball and soccer. There is outdoor space as well on which girls play volleyball and kickball and exercise with music aerobics. Staff members, including the Superintendent, take girls "power-walking" around the property for exercise. Accordingly, there seems no need to increase outdoor playing fields and recreational resources.*

**B. Youth at Facility; Classification**

1. Can the facility document the demographic profile and delinquency history of youth at the facility, and is documentation consistent with that provided by other Youth Centers?

*Documentation of the demographics and histories of the girls at IYC Pere Marquette improved from 2006 to 2007. In 2006 the Department had been charting the intake demographics of girls admitted to it. In 2007, the Department assigned responsibility for classification to one employee, Janice Shallcross, who works at the Departments' headquarters in St. Charles or at Warrenville. In essence, the Department pulled the classification and assignment function out of the central Illinois Department of Corrections office in Springfield. As a result, Ms. Shallcross has all background and historical information on each of the girls in the Illinois Department of Juvenile Justice and, therefore, the girls at IYC Pere Marquette.*

*An important **performance measure** will be satisfied by the Department and for each facility as it continues to record, analyze and track the demographics of youth as they are admitted to the department. Based on the data it is now recording the Department should be able to report on and analyze racial and ethnic composition of admitted youth and other critical data.*

2. Criteria, and consistency of use thereof, by which girls are assigned to IYC Pere Marquette is determined

*With only two Youth Centers for girls in the state, and with IYC Pere Marquette reserved for girls with substance abuse treatment needs, the choice of Youth Center is far less complicated for girls than for boys. Essentially, girls accused of violent crimes, pregnant girls, and girls who score at Level 2 on the mental health assessment, which indicates moderate mental health needs often requiring medication and therapy are assigned to Warrenville. Girls from the southern part of the state with substance abuse histories are assigned to Pere Marquette.*

*IYC Pere Marquette often operates below capacity. At the time of our visit in September 2007 only 21 girls were at the Youth Center, well below its 36 youth capacity. Staff speculated that the Youth Center's current lowered population was explained by the increasing percentage of girls sent to the Illinois Department of Juvenile Justice with serious mental health problems.*

*Regardless of the intended exclusion of girls who have serious mental health problems, mental health and lay staff at IYC Pere Marquette told visitors that the majority of the girls have some mental health issues in addition to dependency or addiction. Current diagnoses include bipolar, depression, ADHD, and oppositional behavior. In September 2007, staff in the healthcare unit reported that as many as 16 or 17 of the girls were currently taking psychotropic medications, including Ritalin, Lithium, Depacode, Zoloft, Prozac and Geodon. One of the girls currently at Pere Marquette came directly from IYC Warrenville's mental health unit, VICTORY. She has had a difficult time adjusting at Pere Marquette and staff members wondered if her placement was appropriate.*

*In addition, staff members also report their belief that many of the girls at IYC Pere Marquette have been sexually abused. Staff told visitors in August 2006 that they believe "most girls [at IYC Pere Marquette] are rape victims," although many are not disclosing the abuse.*

*Visitors in August 2006 spoke with girls whose substance abuse history seemed fairly unremarkable, and we spoke to staff who reported similar impressions. The substance abuse treatment program at IYC Pere Marquette is similar to the Wells Center cognitive development program at IYC Warrenville and normally requires 180 days for completion. It therefore seemed odd that some girls assigned to IYC Pere Marquette were committed to the Department for “court evaluations” and others were sent with only a month to go before they were to be released, an insufficient basis and an insufficient time, respectively, for meaningful substance abuse treatment programming. The situation may have improved over the year: in September 2007, staff reported that most girls sent to Pere Marquette were staying about seven months, giving them time to complete the 180 day substance abuse treatment program. But as we noted above, the number of girls with serious mental health issues leave concern that some girls were placed at IYC Pere Marquette not so much because the substance abuse treatment program was appropriate for them but because the substance abuse treatment program combined with a variety of therapies was simply the best programming available for them through the Department.*

*On the surface, the John Howard Association of Illinois’s observations of the girls assigned to IYC Pere Marquette, and discussions with staff, suggest that an important **performance measure** would be a close review and possible revision of the manner in which girls are matched to programming at IYC Pere Marquette, with the objective of assuring that girls are appropriately placed in a facility intended to provide substance abuse treatment.*

*But going below the surface of the questions about appropriate placement, it might make sense to first fully reevaluate the programs and program models at IYC Pere Marquette. A more satisfactory **performance measure** would be a comprehensive reassessment of this Youth Center’s program design in light of its size, unique setting, structure, community resources and location in the state, and given the profile and needs of all youth committed to the Department. Such a reassessment might consider programs that help girls affected by abandonment, sexual abuse including rape, or learning disabilities or deficits that might be addressed through specialized teaching in the small classes that are possible at IYC Pere Marquette. Such a reassessment might consider one or more programs that could take advantage of local assets such as an art community and art sales, the theater at the Chautauqua, or the number of small restaurant businesses just down the road, or build upon the existing program of instruction in horticulture or landscaping, and whether there are programs that respond to some of the more painful needs of so many of the girls now sent to the Department. Or, such a reassessment might open the door to bringing boys to IYC Pere Marquette.*

*In short, a compelling **performance measure** for IYC Pere Marquette would be satisfied by a full reconsideration of the purposes to which this particular, rather uniquely situated Youth Center might best be put.*

### 3. Monitoring classification and assignment of youth by race and ethnicity.

*The Department is now collecting ample data with which to monitor classification and assignment of girls by race and ethnicity. With only two Youth Centers for girls, monitoring race and ethnicity of girls assigned to programs at IYC Warrenville is probably more likely to reveal any important disparity or unevenness in assignment or classification than in simply monitoring*

*the choice of Youth Center. The demographics of the population at IYC Pere Marquette do not raise obvious questions. In September 2006, 62% of the girls were white and 48% were black and Hispanic, a reasonable proportion given that the Youth Center is intended to draw from areas south of Chicago.<sup>1</sup> Moreover, the differences in conditions for girls between IYC Warrenville and IYC Pere Marquette are not as great as they are between some of the boys' Youth Centers.*

*As noted in the previous section, the more relevant evaluation for the Department will be in an assessment of the kinds of programs and services needed by the girls who are committed to the Department with an eye toward expanding or specializing existing programs and services as well as gaining information on programs or services which might be more effectively provided in the community or outside a secure facility.*

*Much as we observed about IYC Murphysboro, with IYC Pere Marquette the Department has at least a potential conflict between assigning youth to less secure, favored facility on a race-neutral basis and institutionalizing a policy of "regionalization." The conflict would certainly be real if programming at IYC Pere Marquette became more specialized and therapeutic along lines we suggest while retaining its minimum security status. Even more than Murphysboro, IYC Pere Marquette is a great distance from Chicago, and, conversely, closer to the rural and largely white southern portion of the state. A policy of "regionalization" would favor sending more youth from the part of the state where a higher percentage are white to a facility with unique and beneficial programming. As is the case for IYC Murphysboro, there may well be several ways to fairly, equitably, and appropriately assign Illinois youth to such a facility, none of them perfect.*

*The Department will satisfy a challenging **performance measure** if, as it assesses and redesigns programming at IYC Pere Marquette and then selects a method for assigning youth, it can accommodate the goal of "regionalizing" assignments with the goal of making a unique or therapeutic program available to those youth who will benefit the most from it without limiting participation for minority youth.*

*In any event, as a **performance measure**, the Department should be able to document that assignment to IYC Pere Marquette is based on objective information about the background, deficits and strengths of each youth committed to it.*

### **C. Behavior Management and Discipline**

#### **1. Modifying behavior management and institutionalizing balance and restorative justice**

*At the time of our August 2006 visit, administrative staff at IYC Pere Marquette were making a conscientious effort to apply balanced and restorative justice principles to discipline. The Superintendent and staff were reducing the use of confinement: two girls who had been confined*

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<sup>1</sup> In our August 2006 visit we were told that few girls at IYC Pere Marquette come from the "metro east" (East St. Louis) area, which is heavily minority; we have not determined the number of girls sent to the Department from this area.

*for fighting were to be released within 24 hours, as one of them had taken responsibility and apologized. Confinement is sometimes used as a “cooling off” time.*

*While not using the rhetoric of “balanced and restorative justice” the Superintendent and staff talked very little about discipline and security, and a considerable amount about effective ways to help girls deal with the grief, losses, loss of self esteem, and histories of abuse and abandonment nearly all of them, it was felt, had experienced. The staff describe working with girls whose response to appeals to participate in activities or discussion is to sit too quietly, withdrawn and dejected. Said one administrator: “It would be good to heal those wounds.”*

*By the time of our September 2007 visit, IYC Pere Marquette had literally shrunk its confinement unit by removing the second bunk in each cell, thereby going from 6 beds to 3. The overall number of girls and number of hours in confinement had also decreased. Superintendent McKinney told John Howard Association of Illinois visitors that line security staff have developed considerable skills in resolving conflicts which has resulted in less and less confinement time. They continue to use mediation for youth sent to confinement, often resolving the underlying issue before the girl spends even one night in confinement. Another substitute for confinement may be along the lines of having a girl write an essay or articulating a plan as to how she will avoid problematic behavior in the future.*

*A positive **performance measure** at IYC Warrenville will be further application of new approaches to discipline problems, including rewards for good behavior.*

*The Department will further satisfy **performance measures** when it fully develops a program of discipline and behavior management based on restorative justice principles, an exercise for which outside trainers and consultants will be helpful.*

*For the Department, a **performance measure** will be satisfied when the disciplinary approach and behavior management techniques developed and applied at IYC Pere Marquette are described and shared with staff at other Youth Centers through informal and formal training.*

*Staff at IYC Pere Marquette have also considered restorative justice-styled approaches that focus on the youth’s relationship with her community. As part of the drug treatment program developed and delivered by Counselors and the staff from Civigenics, a contract service provider, some consideration is being given to developing opportunities for “civic involvement,” described below in Section \_\_\_\_\_, which might be tied to satisfying restitution or community service conditions that are attached to sentences imposed on these youth.*

*But we think some caution is required. A valuable **performance measure** would be for the Department to fully assess and evaluate the feasibility and soundness of the Department engaging youth in projects that satisfy court orders for either community service or restitution. The value, practicalities, and soundness of such an approach merit careful consideration and research. There may be only limited cases in which restitution is appropriate and there may be a risk of encouraging imposition of sentences of restitution or community service by courts in cases in which such a sentence will ill serve the youth or be impossible for the Department of Juvenile Justice to meet.*

2. Increases in awards and recognition for good behavior.

*By the time of our August 2007 visit, Pere Marquette was employing a three level behavior management system. Girls are initially all assigned to the “B level.” With good behavior they are advanced to the “A level” or they can be demoted to “C level” for poor behavior. Girls who maintain A level status for a number of consecutive weeks can earn “Gold Level” status. Girls are rewarded with increased privileges as they progress through the levels. IYC Pere Marquette seems to have been particularly creative with incentives which include nail care, facials, (with make up for gold level), special movies, food from outside, a “Gold Level Suite” with special linens, and a one time “Week End Getaway” when Gold Level girls were given the confinement unit, decorated the rooms and stayed there with special privileges for the weekend. On the day of or visit in August 2007, 7 of the 21 girls at IYC Pere Marquette were in A level, 9 in B level and 5 in C level.*

*IYC Pere Marquette will continue to meet the **performance measure** as it increases use of rewards and positive encouragement for girls who do well.*

3. Modifications to Pere Marquette’s disciplinary system and policies to protect staff from violence or assaults by youth.

*In neither September 2006 nor August 2007 did John Howard Association visitors hear many concerns from staff or girls about threats of violence or assaults. This is significant given the decrease in use of confinement, increase in use of positive rewards and mediation, and the relative openness of the facility. It needs be noted, of course, that girls assigned to the Youth Center are classified minimum security and that a relative lack of threats or violence may reflect successful classification.*

*A **performance measure** at IYC Pere Marquette will be to continue to monitor and evaluate any indication of unwarranted levels of violence or injury to staff by girls and to consider and respond to any reasonable employee concerns in this area.*

*A **performance measure** for IYC Pere Marquette will be continued decreases in the use of confinement and, while confinement is in use, continued release from confinement once girls “cool down” and can be encouraged to discuss problems or mediate conflicts.*

4. Conditions on the Confinement Unit

*There are now only three beds in three cells on the confinement unit. The unit is now painted and better decorated than in the past, but it is also a straight line unit that isolates girls placed in it behind heavy doors.*

*The emerging experience in the use of confinement at IYC Pere Marquette suggests that, apart from isolating a girl for her own safety or the safety of others due to physical violence, confinement in a special and isolating unit may not be necessary. A **performance measure** for consideration would be the effective closing of the confinement unit, substituting either room confinement or medical observation as more appropriate and adequate responses to misbehavior, acting out, and individual violent acts.*

5. Chemical and waist-belt restraints and shackles

*At the time of our September 2006 visit, IYC Pere Marquette had both, chemical restraints (pepper spray) and body restraints on hand for use.*

*At the time of the August 22, 2007 visit, IYC Pere Marquette was making almost no use of restraints. Physical restraints are only used when a girl becomes a threat to herself or others by her own actions. Restraints are expected to be removed once the threat has been resolved.*

*Performance in this area will be measured by development of a reasoned, standards and “best practices” driven policy and successful implementation of that policy.*

6. Adoption and distribution of new policies for staff and youth.

*We did not review written policies or the information provided girls at IYC Pere Marquette.*

*As at all other Youth Centers, a performance measure in this area will be satisfied by both the preparation and publication of updated policies and manuals for youth, and by their effective dissemination including, if merited by numbers of non-English speaking youth, written materials in other languages.*

*As at other Youth Centers, at the time of our visits the Illinois Department of Juvenile Justice was revising policies on almost all topics. Performance measures in the area of revised staff policies will be satisfied by preparation, approval and effective distribution of those policies.*

7. Policies to protect staff from violence or assaults by youth.

*By the time of our August 2007 visit to IYC Pere Marquette, protection of staff from violence or assault by girls seems not to have been an issue. John Howard Association of Illinois visitors reached the conclusion that exceptional stressors due to staff shortages<sup>2</sup> were a more significant issue for staff than were concerns about violence or assaults by youth.*

*At the time of our visits, the Department had not provided staff formal training on new policies to protect staff from violence or assaults or on preferred ways to handle violent or disruptive girls. A Departmental **performance measure** will be satisfied by development and implantation of new policies and by formal and informal training and education designed to increase staff understanding of new departmental goals, and provide answers to staff concerns about their own safety and the security of Youth Centers, beyond the steps obviously taken on their own by the Superintendent and management at this particular Youth Center.*

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<sup>2</sup> Security staff shortages were pronounced, as noted below in Table 1. Staff shortages at IYC Pere Marquette are complicated by the small size of the facility and the requirement that female officers be available to enter any unit and to escort any girl who leaves the Youth Center for medical treatment or transportation to court. IYC Pere Marquette is another facility at which fatigue and overtime, while not complained of, was definitely a factor in officer’s daily lives.

#### D. Restorative Justice

*IYC Pere Marquette is another facility at which, even though elements of restorative justice are present in some of the practices, there has been no formal training and little familiarity with the term “Restorative Justice” among staff. Here as elsewhere a **performance measure** would be met if the Department took steps to formally introduce restorative justice as a guiding principle for staff and inmate conduct.*

*At IYC Pere Marquette the following **performance measures** will mark progress in institutionalizing restorative justice principles:*

- 1. Establishment of a formal restorative justice program that will build upon the Youth Center’s solid efforts to correct misbehavior with mediation, positive rewards and minimal punishment and to introduce girls to a restorative justice approach to resolving disputes and correcting past wrongs.*
- 2. Review methods now in place to resolve disputes and impose sanctions on girls with Restorative Justice practitioners, giving consideration to adding “courts,” “circles” or “peer panels” and to otherwise incorporating restorative justice principles.*
- 3. Continue to change formal disciplinary procedures and facility rules to provide for restorative justice-based responses to rule violations and disputes among girls.*
- 4. Monitor and review incident reports with a restorative justice practitioner; consider restorative justice responses to typical incidents, confer and discuss with staff, and change policies to encourage those responses.*
- 5. With restorative justice professionals, develop a program to encourage and facilitate interactions between girls and crime victims guided by restorative justice principles in cases in which there is an identifiable victim and where interaction is likely to be constructive for the girl.*

#### E. Community and Family Contact

*Girls come to IYC Pere Marquette from many locations, some quite distant. The only transportation is by car. There are no close public transportation services.*

*Staff members feel that they make every effort to encourage visits by accommodating parents whenever possible. Yet family visits are fairly minimal. The estimate given in September 2006 was of 2 - 4 family visits on a weekend, with a recent high of 12 visitors over the 4th of July --- but not for 12 different girls. In the opinion of an assistant Superintendent, “proximity doesn’t make a difference” in which girls received visitors. And while the majority of girls had some relationship with at least one parent, others had mothers who “didn’t want them back,” and at least five were wards of DCFS and had no relationship with their mothers. The history of some girls included physical or sexual abuse by a parent, in which case visiting by some family members might be problematic.*

*Where there is a positive relationship or a way to bring parents and families closer to girls, steps to increase family visits and contacts are likely to have a benefit on any reentry or “aftercare” effort as well.*

1. Steps to increase parental contract

*IYC Pere Marquette could satisfy a **performance measure** by reviewing the form and nature of information sent parents to assure openness, cultural fit, and that communications are as effective as possible.*

*A Departmental **performance measure** could include identifying girls during reception and classification for which family involvement, communications, or support might be most helpful to her success, and to give this fact some weight in the choice of Youth Center to which a girl is assigned. For these girls special or targeted and continuing outreach to parents might have significant benefits.*

2. Seek parent’s ideas on increasing visiting

*As of our visit in August 2007, neither the Youth Center nor the Department had formally surveyed or inquired of parents about ways to increase their participation in their daughter’s program. A **performance measure** would be met if Youth Centers and the Department inquired of parents and families about steps the Department might take to increase family visits. As staff mentioned to us, some care must be given to avoid encouraging visits by abusive or manipulative family members.*

3. Flexibility in admitting girl’s family visitors

*This **performance measure** is being met. The administration does not impose strict hour requirements on visitors and seem to genuinely encourage parental involvement.*

4. Increasing the availability of transportation for family visitors

*Travel to IYC Pere Marquette is possible only by car. A **performance measure** will be satisfied if the Illinois Department of Juvenile Justice and individual Youth Center administrations takes steps to ease the cost and difficulty of transportation for family visitors to any Youth Center. Various options such as vouchers, information on transportation in brochure form or on the Department’s web site, and special arrangements with public and private transportation services need be explored.*

5. Activities for girls and visitors.

*As of August 2007 there were few activities for parents and family members and girls at IYC Pere Marquette apart from spending time together. Among activities that might be considered are: athletics and athletic competitions in which visitors participate or observe, classroom reviews of academics and academic performance in which parents share their daughter’s achievements, and supervised trips to Alton or other riverside towns, or visits to the Chautauqua.*

*There are many options for visitors to this corner of Illinois. A **performance measure** will be satisfied when the Department develops a plan for joint activities for girls and visitors.*

6. Surrogate or volunteer visiting program for boys who do not receive visits.

*As of August 2007, there was no program involving ‘surrogate’ or volunteer visitors. IYC Pere Marquette has a number of volunteers who engage girls in gardening and other activities, and who might be a source of individual and organizational volunteers from whom ‘surrogate’ visitors might easily be recruited.*

7. Increased telephone access to parents, family or guardians.

*The telephone call limits at IYC Pere Marquette, as at other Youth Centers, should be as relaxed as is reasonably possible, and a greater portion of the cost of calls born by the Department. The value of positive family contact is ridiculously out of balance with the cost of competitive-rate, direct calls from a state facility. It is harder to image a more favorable cost-benefit ratio.*

*IYC Pere Marquette will satisfy a **performance measure** when it allows more calls at lower cost to girls or their families.*

## F. Education

1. Teaching and school staff

*The student-teacher ratio at IYC Pere Marquette has been among the three most favorable for Illinois’ Youth Facilities in recent years, and was first or second in the last two years.<sup>3</sup> The low number of girls assigned to the Youth Center provides a part of the explanation for a favorable ratio. The small number of teachers limits the number of different subjects that can be offered by the school. At the time of our September 2006 visit, three teachers covered: science, math, English, social studies and physical education. Class size was also small, with a large class having 7-8 students.*

*At the time of our visit of August 22, 2007, IYC Pere Marquette had three academic teachers for it 21 residents. There are currently two vacancies in the school: one academic teacher, and a vocational instructor. Despite these vacancies girls attend school full time. (This might not be possible if the facility were at full capacity.) The lack of a vocational instructor represents a loss, however, because IYC Pere Marquette has the space and resources to operate a nail technician’s program, one that has proved to be of interest to many girls and one that could prepare girls for state licensing during their stay.*

*For IYC Pere Marquette a **performance measure** that should be met is hiring of additional teachers, and particularly of a vocational instructor.*

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<sup>3</sup> Report: Teachers in the Illinois Department of Juvenile Justice (John Howard Association of Illinois, Oct. 17, 2007).

*Fully staffing the school and replacing the librarian whose position has been eliminated might seem an expensive proposition given the Youth Center's relatively small population. Part time teachers or a part time librarian might make staffing more cost-efficient. Another approach might be to include the school as a part of the redesign of the overall program, focusing on particular student populations, learning needs, or special educational services which might be better met at this unique facility or which might be part of a program designed for a girls facing particular problems, see Sec. B 3-4, above.*

## 2. Library and related educational facilities

*The library is in a fairly small space adjacent to the classrooms. In September 2006 its modest collection still contained many books left over from when the facility housed boys, but by August 2007 more of the books and publications seemed appropriate for females. Girls are encouraged to check books out, and do. In August 2007 one of the teachers was performing the duties of the librarian on a volunteer basis. He seemed eager to promote reading.*

*A departmental **performance measure** would be to provide library facilities, resources and numbers of books in line with teaching needs and demand, which may require additional space and books.*

## G. Vocational, Social Skills Training and Group Programming

### 1. Job training and vocational programs

*At the time of our September 2006 visit IYC Pere Marquette had no job training or vocational programs. At the time of our visit in August 2007 there was still no staffed vocational program. But the work of a volunteer gardener impressed visitors leaving some with the impression that a full fledged horticultural program was in place.*

*Instead of a formal horticultural program, the IYC Pere Marquette has developed GROWE, or "Garnering Responsibility, Ownership and Work Ethic," a garden or landscape maintenance program. The Superintendent, volunteers and line staff value this program's contribution to girls at IYC Pere Marquette highly. The volunteer told us that, "I want the girls not to just learn how to plant but to understand how plants grow," and staff reported that the program gives girls an exposure to nature, an experience in teamwork, and allows them to experience having something alive that they care for.*

*GROWE gives girls primary responsibility for planting and tending flowers. They are encouraged to take pride in their work. The program is the brain child of Ms. Nicklas and a talented retired volunteer who spent most of his professional career in working in botanical gardens. He and other volunteers work closely with the girls and have helped some after their release. (One girl obtained full time employment in the horticulture department at Millikin University.)*

*The volunteer's wife also tutors at Pere Marquette and the two of them have assisted in having the ACT test administered at the facility. As a result, three girls have gone on to college after release.*

*School staff and the Superintendents offered that several vocational programs would fit the population and be helpful: nail care, building maintenance, horticulture, culinary arts and graphic arts.*

*The dining hall, as it was run in September 2006, seemed like a place whose staff and facilities were well suited for providing girls with culinary and food management training.*

## 2. Job Placement Programs

*There are no formal job placement services, links or programs at IYC Pere Marquette. The staff views this as a shortcoming. The fact that volunteers have been able to help some girls find employment or gain admission to college upon release hints at the success a staffed program might have with the population at IYC Pere Marquette.*

*A **performance measure** will be satisfied if as part of its vocational and educational programming IYC Pere Marquette provides its youth with job counseling and placement services.*

## 3. Other group programming including anger management, parenting, literacy and violence interruption programs

*IYC Pere Marquette has a number of group programs in place, some provided by the facility's counselors and others by the Civigenics staff. As IYC Pere Marquette defines its overall program goals, it will want to evaluate existing programs and implement such new offerings as fit and best serve the needs of the youth who are sent to this Youth Facility. A **performance measure** will be satisfied in two ways: first by an evaluation of service and program needs and of the staffing which are required to provide them; and, second, implementation of these services and programs.*

## 4. Community Work Projects and other activities outside the security perimeter

*In August of 2007 IYC Pere Marquette was not permitting girls to leave the Youth Center, escorted or otherwise, for community work projects, recreation, employment, or participation in cultural activities. Some staff recall that youth were taken on escorted trips to the river or the town in past years. Once, we were told, "They took them to the zoo and turned them loose."*

*Today, allowing girls trips or projects off the Youth Facility's property is made nearly impossible by staff shortages. We heard no security-based objections to girls being allowed to leave, accompanied, for education, community service, work, participation in the arts or theater, or for other purposes. We heard staff requests that girls be allowed to go outside the Youth Facility for recreational activities; see Sec. I, below.*

*An opportunity is being missed as long as IYC Pere Marquette remains unable to make use of its unique location in a tourist and river town to benefit its girls. More than at any other Illinois Youth Center, the area around IYC Pere Marquette offers a number of opportunities that could greatly benefit troubled youth, as indeed they are the kind of opportunities that have been used to help young people grow, learn, and build skills and confidence. We think it clear that there are many resources in near-by communities that could enrich drug treatment, educational, mental health and vocational programs that either are or could be provided at IYC Pere Marquette. Staff are on their own developing ideas for community service projects which would send girls to visit older people in assisted living facilities or in nursing homes, see Sec. J-3, below.*

*By way of additional examples of opportunities for involvement in the community, it seems possible that one or more of the restaurants or bed and breakfasts might consider hiring or sponsoring internships for youth who have had in introduction to food services or cooking. The local art community might well be a source of graphics art expertise and the several small galleries and gift shops an outlet for artwork, either for show or for sale. The Chautauqua down the road might offer similar outlets for art or a place for youth to participate in theater, or for a Youth Theater group to stage a production. The riverside and small public parks provide settings for easily-supervised outings on some occasions and on others for public service, much as the boys at IYC Murphysboro have engaged in. The **performance measure** is that IYC Pere Marquette evaluate one or more vocational programs that would be helpful to those girls with mental health issues.*

*A **performance measure** is that IYC Pere Marquette take advantage of the unique resources of the local river, summer Chautauqua, art and tourist community to shape a truly unique, creative program that will provide its youth with skills, experience, and a highly increased sense of their own value and abilities. To accomplish something along the lines we envision, the Youth Center will have to forge strong relationships with the local commercial, artistic, river-front and tourist-oriented community.*

*The effort to connect with the resources that are in this unique area might begin with the volunteers already engaged in working with, and for, the girls now at IYC Pere Marquette.*

## **H. Health Services**

### **1. Adequacy of coverage by medical staff at the Youth Center.**

*As at other Youth Centers, it appears that there have been no professional health services staffing review for IYC Pere Marquette. Nursing care is available for ten hours per day, seven days per week. A medical doctor visits the facility once each week and emergencies are seen in his regular office as needed. A nurse practitioner visits the facility once each month for gynecological services. A psychiatrist visits twice each month. Girls with serious medical problems including discovered pregnancies, are usually transferred to Warrenville, and girls with significant mental health issues are not knowingly assigned to this Youth Center.*

*IYC Pere Marquette will meet a **performance measure** when there has been a review of medical needs, and there are sufficient services to meet all reasonable physical and mental health treatment needs.*

2. Availability of a dentist and dental technician for prophylactic cleaning and dental care for youth.

*All girls receive a dental screening, cleaning and necessary restorative dental care at IYC Warrenville during reception and classification and before they are assigned to Pere Marquette. Because of the small number of girls all dental care for those assigned to Pere Marquette is performed at the office of a local dentist.*

*As at other Youth Center, a **performance measure** will be met when there has been a review of medical services including a review of the adequacy of current arrangements for dental care.*

3. Family participation in mental health, counseling or treatment sessions with girls.

*Staff at IYC Pere Marquette do contact and stay in touch with parents as best they can. The Youth Facility holds occasional “family days” which includes outside games with visitors teamed up against youth. A few parents have been contacted and offered counseling with their girls, but there is no on-going “program.”*

*As at other Youth Centers, a **performance measure** would be satisfied if there were a plan to encourage visits, provide parents with transportation directions or assistance, and engage families in substance abuse treatment programming and counseling.*

4. Continuation of counseling and treatment for youth once they have left the Youth Center.

*After completing the Civigenics program, most girls return home. Some go into residential programs and others are referred for out-patient services.*

*There is no monitoring function that informs the Youth Center staff or Civigenics about the outcome of a girl’s treatment after she has returned home, or whether the girl continues with any local treatment plan.*

*A **performance measure** will be satisfied when the mechanisms and processes for arranging placements for girls leaving IYC Pere Marquette is reviewed, fully implemented, and results in a referral from which there will be reporting back.*

*As at other Youth Centers, **performance measures** will be satisfied when counseling and treatment, if appropriate, are built into an aftercare plan that is prepared for each youth, and when that plan is monitored and the youth’s success or failure on that plan is reported back to the Youth Facility that recommended it.*

## I. Recreation

1. Leisure Time Activity

*During our visit in 2006, we spoke with Eric Childs, the Leisure Time Activity Specialist in charge of recreation. By virtue of IYC Pere Marquette’s small population, he represents a very*

*favorable ratio of recreational staff in comparison to that at other Youth Centers. But he operates with a different limitation. There is no gymnasium at IYC Pere Marquette. Girls cannot engage in large muscle and team sport activities between, at the least, November and the end of February, and are subject to weather restrictions during much of the rest of the year. In Child's opinion, girls must be prompted and encouraged to engage in athletics, to which end they are offered prizes, such as shampoos or cosmetic supplies. Not having a readily accessible indoor sports area works to discourage girls from getting the kind of exercise and sports experience that many need for physical and developmental reasons.*

*A major **performance measure** would be satisfied if the Department constructed a gymnasium at IYC Pere Marquette.*

*As an alternative **performance measure** we suggest that the Department attempt to find local facilities, including the Chautauqua located down the road, which might have indoor recreational facilities that girls could use, at least off season.*

*IYC Pere Marquette has a multipurpose room located above one half of the building which houses the living units. It is used for occasional assemblies, outside speakers, talent shows, arts and craft displays and some form of karaoke. It contains tables and chairs and couches, a large TV for viewing movies, foosball and ping pong tables and various board games.*

*IYC Pere Marquette draws on the income from sales from vending machines to support its Resident Benefits Fund which provides most or the recreation equipment and supplies. Money in the fund at this small Youth Center is adequate to pay for photographs of youth and copies of movies that are shown once or more each week. There is little left over for recreational equipment, prizes for superior achievement or food for cook outs.*

## 2. Competitive athletics and activities

*The LiesureTime Activity Specialist was eager for girls to be able to leave Youth Center property for recreation, to participate in volleyball or other athletic competitions with area college sports clubs or teams. There is a small liberal arts college and a community college in the area and there are other possibilities for competitive sports and activities, adding to the local resources which we have proposed IYC Pere Marquette, as a **performance measure**, seek to take advantage of.*

*Sports that can only be played outside or in an equipped gym and that are popular with the girls include volleyball, track events such as relay races, and, to some extent, basketball, which seems not to have been played here much, in contrast to IYC Warrenville where it is played frequently in a convenient and equipped gym.*

## 3. Outdoor and indoor recreational areas

*IYC Pere Marquette has an outdoor basketball court and a soft ball field which is also used for soccer. Power walking is done around the perimeter of the facility. The greatest need at Pere*

*Marquette is for an indoor gym or other space which could be used in winter and inclement weather for large muscle activity.*

*A **performance measure** would be satisfied if DJJ were able to construct a gym at Pere Marquette or made available from a community resource, to expand recreational activities at IYC Pere Marquette.*

## **J. Substance Abuse Treatment**

1. Number of youth in need of treatment or counseling; programs and services to meet needs

*All girls assigned to IYC Pere Marquette are supposed to be in need of substance abuse counseling or treatment.*

*Treatment at the facility centers around substance abuse education and treatment provided by Civigenics, a contractual provider. Civigenics staff members include three counselors and one mental health professional. Two of the counselors work in the afternoon and evening, while one works in the morning and through the afternoon. The Superintendent and Department of Juvenile Justice administrators have been pleased with Civigenics' services, but report some staff turnover as newer staff obtain experience and move on to higher paying jobs elsewhere.*

*The program takes 180 days to complete, closely matching the normal length of stay for most girls, which is about seven months.*

*Our visitors had some concern that girls were being placed at Pere Marquette for substance abuse treatment not so much because they have actual substance abuse problems, but because it is the one treatment program that is available. This concern was somewhat offset because IYC Pere Marquette offers a variety of therapy groups which seem to be directed toward a wider range of needs. The staff emphasizes that they see a tremendous need to help girls build their own sense of self-esteem and value, and try to do so in many ways through formal "treatment" and with leisure and recreational activities as well. Examples of activities and programs that are intended to give girls an opportunity to succeed, accomplish, and gain a sense of their own potential include; classes on skin care which provide an opportunity to reinforce girls on the topic of their own appearance; providing girls with new clothes through a "clothing boutique" with a similar purpose, and organizing a band for girls who want to play an instrument. These activities either balance out, or reinforce, the program emphasis on substance abuse counseling and treatment.*

*A second concern for visitors in 2006 was the number of girls at IYC Pere Marquette who were committed for "court evaluations," a judicial order of commitment often entered for the purpose of obtaining a Department of Juvenile Justice assessment for a youth that county officials feel unequipped to assess, but also sometimes entered as a way to subject a youth to a short "taste" of the Department under the theory that the youth will be motivated to improve his or her behavior. For whichever purpose county courts send youth to the Department for "court*

*evaluations,” visitors were concerned that these youth ended up in a longer-term treatment-oriented Youth Center.*

*Civigenics’ contract provides for three counselors and one mental health professional. At our August 22, 2007, visit, the Civigenics treatment professionals at IYC Pere Marquette included three counselors, one of whom is CADC certified, and 1 mental health professional. In addition there were three DJJ counselors, although the DJJ mental health professional position was vacant. Department and Civigenics staff members work together in interdisciplinary teams assigned to each housing unit with the goal of giving increased structure and cohesiveness to programming. Teams have been tasked with creating programs to provide civic involvement opportunities for the girls. In addition the administration is interested in restoring girls to the community while developing their competencies. The Administration at IYC Pere Marquette is exploring projects, and is seeking approval from the Department to undertake one or more of these opportunities in the next six months. Ideas have included working with a senior citizens center as pen pals and later, visitors, planting flowers and other plants around a center for disabled adults, working at an animal shelter and offering their services to the local Salvation Army. Projects are being developed for service efforts done at the facility, and for those girls who maintain A level for 8 weeks, in nearby communities.*

2. Continuation of substance abuse counseling after youth have left IYC Pere Marquette

*As at other Youth Centers, there has been no formal effort to consistently follow through with the substance abuse counseling that is provided girls at IYC Pere Marquette. We were told that on occasion some girls who complete the Civigenics program leave to go into placements outside their own home.*

*As is generally the case, there seems to be no reporting back to the Youth Center, so there is little sense of the success of community-based programs. If a girl enters a treatment program in her home community and is subsequently re-committed to the Department of Juvenile Justice, but not sent back to IYC Pere Marquette, staff at IYC Pere Marquette may be left unaware of the apparent program failure.*

*A **performance measure** will be satisfied if there is a seamless transition from substance abuse treatment at IYC Pere Marquette to the services, counseling, or follow-up that is provided to the youth once she is released.*

**K. Reentry and Aftercare**

*Counselors work to prepare girls for parole, as they do at other Youth Centers. They advise girls on pre-parole planning in scheduled sessions in which girls learn the rules with which they will have to comply upon release. However, for most girls at IYC Pere Marquette, there is no assurance of follow-through and no reporting back. Once a girl is back in the community and the family structure from which she came, and which previously failed to keep her out of trouble, she is, more or less, on her own under the supervision of a parole agent who, likely, has more than a hundred adults on his or her case load. This is particularly true since IYC Pere Marquette is some distance from the home counties of many youth. There is no practical way for staff based*

*at this facility to visit many of the counties to which girls return, either before or after they are paroled.*

*A **performance measure** will be satisfied when there is an integrated approach to planning for “reentry” for youth at IYC Pere Marquette, not only for those involved in substance abuse counseling or treatment, above, but to meet the full range of needs of young people released from this Youth Center including job placement or continued education, and mental health services. Such a system must also include a mechanism for reporting back progress or failure to staff at the new Illinois Department of Juvenile Justice.*

**Table 1: Staffing Levels IYC Pere Marquette**

	<b>2007</b>	<b>2008</b>
Superintendents	1	1
Assistant Superintendents	1	1
Security Staff	15	14
Security Staff Supervisors	5	4
Educators	2	3
Leisure Time Activity Specialists	1	1
Counselors	3	3
Case Work Supervisors	0	0
Psychologists	1	1
Social Workers	0	0
Medical	1	1
Chaplain	0	0
Other Administrative*	11	11
<b>Total</b>	<b>**</b>	<b>**</b>

\*This category includes maintenance, secretarial, business management, and food service.

\*\*The total number of staff at IYC Pere Marquette cannot be accurately calculated from these figures because the facility has medical and substance abuse staff who are employed contractually and are not included in these figures.

Low staffing levels at IYC Warrenville, particularly among security and teachers including particularly vocational and in art, hinder implementation of reforms which existing staff are initiating or planning. As at IYC Warrenville, staff shortages, though numerically small, undercut the potential this Youth Facility has to become a model for innovative programming and effective support for young women who, it seems, might respond well indeed to the level of care, good programming, and a friendly environment (outside of the living units) which are in place at IYC Pere Marquette.

A **performance measure** will be satisfied only when there is a complete compliment of professional staff at all levels, including school and vocational teachers, mental health professionals, and particularly security staff.