



# John Howard Association of Illinois

300 West Adams Street, Suite 423 Chicago, IL 60606  
Tel. 312-782-1901 Fax. 312-782-1902 [www.john-howard.org](http://www.john-howard.org)

## JOHN HOWARD ASSOCIATION OF ILLINOIS

### IDJJ FACILITY SITE VISITS

### SUMMARY REPORT 2009

Submitted by:  
Patricia Connell

January 5, 2010

Funding for this report was provided by the John D. and Catherine T. MacArthur Foundation through the Foundation's Models for Change Initiative.

**JOHN HOWARD ASSOCIATION OF ILLINOIS**  
**IDJJ FACILITY SITE VISITS**  
**SUMMARY REPORT 2009**

The data from this report is based on site visits made by staff, consultants and volunteers of the John Howard Association during calendar year 2009. Information gathered at the site visits include viewing the facility's physical plant, meeting with key administrators and staff, including those of the school program and administration of IDJJ, discussions with residents and staff, and review of summary documentation provided by each facility at the time of the visit. The facilities reviewed include all 8 Illinois Youth Centers: Chicago, Harrisburg, Kewanee, Joliet, Murphysboro, Pere Marquette, St. Charles, and Warrenville. IYC Pere Marquette and Warrenville house only female residents; the other six house only male residents.

This report is divided into two parts. The first part articulates general issues and findings, while the second part identifies issues specific to individual Youth Centers.

**I. SYSTEM-WIDE ISSUES**

*A. Staffing and Staff/Youth Ratios*

Staffing continues to be a problem throughout the Department. During 2009 the Department was able to begin to address this issue by hiring three new classes of direct care staff, (approximately 85 new individuals) but these additions have not begun to fill all the positions that have fallen vacant due to retirement and transfers. No new staff members have been hired to fill vacancies in counselor positions (those charged with being the link between youth and their family and community). There are numerous vacancies in the administrative ranks at all facilities; these include Superintendents, Assistant Superintendents and Chiefs of Security. Most facilities have an insufficient number of Leisure Time Activity Specialists and many lack a chaplain. The clerical support at most institutions has been slashed, forcing those that remain to do yeoman work and shifting clerical tasks to professional staff. Maintenance and trades people exist only as a remnant of what was once a more robust workforce. (Educational vacancies will be discussed in the Education section below.)

Direct care Staff/Youth ratios can reach 1/24 at some facilities during working hours and 1/60 during night time hours. Counselors at some facilities have a caseload of 60 residents. It is difficult to imagine effecting change in youth's thinking and behavior with such high ratios. These ratios also contribute to unsafe facilities; interpersonal relationships are key to good security and the stable emotional health of the residents. In order to impact youth behavior, one must be aware of the youth's ongoing behaviors and respond appropriately. To create a true reinforcement system, reinforcers need to be consistently attached to the desired appropriate behaviors. This requires staff-to-

resident ratios that are much smaller than in current practice. Most people who have studied supervising adolescents find that “real-time” ratios of 1 adult to 8 youth are most effective, although 1 to 10 is do-able with well trained staff. Real-time ratios are not mathematically generated from total staff to total youth ratios, but identify when residents are out of their rooms, the actual number of supervising adults present with the youth. Contemporary standards for provision of counselor services (and AOIC guidelines for juvenile probation staff) recommend ratios of 1/20.

While money remains an issue in properly staffing the Department, the intricacies of complying with state hiring policies and procedures has exacerbated the situation. The need to negotiate the creation of the new job descriptions for both direct care staff and the position which replaces the counselor with AFSCME has lengthened a process which already takes too long. State civil service hiring procedures administered by CMS (Central Management Services) do not permit the hiring process to begin until a job has actually been vacated. Thus, even though you know on May 31<sup>st</sup> that an individual will be leaving on June 30<sup>th</sup> you can not begin the process of filling the position until July 1<sup>st</sup>. Once July 1<sup>st</sup> comes, numerous bodies must sign off on the request until finally you must seek OMB’s (Office of Management and Budget’s) permission to fill the position. Once that is given, the agency must post the job; hold the posting open for the required days while accepting applications. CMS then screens applicants and sends a list of “qualified applicants” to the Department for interviews. After the interview and selection process IDJJ/IDOC must complete additional security clearances on the potential hire. This process takes between 4 and 6 months and frequently yields no hires because qualified applicants accept positions elsewhere.

To the extent that the Department has critical shortages at certain institutions in a particular job classification that could be alleviated by the transfer of existing staff it is stymied by union protections which only permit the transfer on a limited basis. The end results of these deficiencies are institutions which do not function as well as they could, exhausted and irritable union employees, and huge overtime costs.

### ***B. Education***

Improvements have been made in the education system within the Department’s School District 428. A Superintendent to oversee the system and an Assistant Superintendent to oversee Special Education services have been hired. A uniform calendar for the schools and consistent, uniform teacher development days has been implemented. A system of bi-annual parent-teacher contacts through in-person conferences and telephone calls was begun. Schools within the District are making stronger efforts to obtain educational information at admission and to communicate information to the resident’s home school upon discharge. (These efforts are made more difficult by the previously discussed shortages in clerical staff.) An audit of the District’s schools was completed by the Illinois State Board of Education and the newly appointed District 428 Board of Education meets regularly to assist and set policy for the District.

Problems still remain, however. District 428 is currently funded at an annual per pupil level that is approximately one third of the minimum for all other public school students in the state. The funding disparity limits the system's ability to comply with state and federal educational mandates. Meanwhile, youth in IDJJ are significantly educationally underachieving with over 65% not having completed eighth grade. Almost half have documented educational disabilities.

While struggling with these economic difficulties the District faces specific problems. The system lacks a consistent and current curriculum. Some textbooks appear out-dated. Programs vary in consistency of resources. For example, one facility has a computer lab sufficient to provide college level courses, while another has hardware that is not working, and is not available for use with residents. Vocational programs are a key weakness of the system. They are not consistent through the facilities, often utilize out-dated equipment and may not be training youth for jobs which exist within their home communities. (The District is currently attempting to hire an individual to oversee a complete examination of vocational, technical and career training.) A second key weakness for a system that currently houses a population of older youth is a lack of needed post secondary programming, both academic and technical. Only one institution, IYC Harrisburg, has a contractual program through which youth can earn college credit.

The district is in the process of making technology-based, curricular upgrades. Curricular materials in mathematics, reading and writing are being purchased. Further, the District plans to purchase 80 student computers for use with a digital media content program that will aid teachers in academic planning and instructional delivery across curricular content areas. These units will provide lab environments at each school. Additionally, the District is revamping its assessment system, via the purchase of a computer-based, comprehensive academic assessment program. Essentially, this program will replace current assessment practices utilized in the IDJJ Reception and Classification Units statewide to better serve and meet the educational needs of students. The new assessment model will provide standards-based, baseline data to accurately place students in the school program, lend itself to frequent use for monitoring progress of student performance and will provide current assessment data upon a student's departure to aid in transition.

In addition to the structural deficiencies existing within School District 428, the most critical problem is that of staffing. During 2009 students at IYC Kewanee and St. Charles were enrolled in school only half time during some of the school year. At Kewanee enough teachers were finally hired to enroll all students full-time by June 2009, the first time this had been achieved since the facility opened in November of 2001. Unfortunately, multiple retirements at St. Charles in June seriously reduced the number of teachers to a level at which education is being provided only half-time. The resignations could not have come at a worse time, as the planned closing of IDOC's

Pontiac facility had imposed a moratorium on hiring that extended to IDJJ. Although AFSCME was willing to eventually agree to fill four of eleven vacancies the agreement came so late that the new teachers are still not in place almost six months after the resignations. The extended length of time that state hiring procedures dictate place additional burdens on School District 428 because of the typical manner in which teachers seek and obtain employment. Almost all teachers begin to look for employment for the next academic year in the spring. Most school districts complete their hiring procedures in May or June entering into contracts with teachers for the following year. Qualified, experienced teachers are not likely to be available for hiring at the multiple and irregular times vacancies occur within District 428, and can rarely wait through the 4 to 6 month hiring period to know if they will have employment.

### *C. Aftercare*

The largest single deficiency from which the Department suffers is a lack of its own aftercare system. To supervise youth in the community the Department relies on parole agents from the Illinois Department of Corrections. In all but the Cook region of the state (where there were originally 25 Juvenile Parole Agents whose number has now fallen to 7 to supervise over 800 youth) these parole agents have mixed caseloads of adult and juvenile offenders with caseloads as high as 150. Most parole agents do not see themselves as having a role in seeing that the youth is reintegrated into the community and receives the services needed for success, but rather as having the primary responsibility to insure that parolees do not re-offend.

In order for the Department to make progress in achieving lasting rehabilitation for the youth entrusted to it, the Department must re-create a system of aftercare which begins at the moment of commitment of the youth to IDJJ. Aftercare staff must work hand in hand with family in the community, the youth, and staff in the facility to assess what treatment the youth will receive while confined and what supports will be needed upon release and how they will be provided. Transitional services or residential placements may be needed for some youth and must be developed and funded. Families must be supported in developing needed competencies in redirecting their children's behavior and in securing needed services. Where families have difficulties, aftercare staff must be available to supplement the family's efforts. IDJJ must have access to federal funding in order to meet the needs of youth with substance abuse, mental health and health issues.

Given the multiple roles aftercare workers will have with youth and families, caseload ratios of staff to youth should be no higher than the minimum national standard of 1 to 24. Funds currently exist in the form of Recovery Act dollars to fund the creation of a juvenile aftercare unit in Cook County. These funds will need to be replaced with general revenue dollars in state fiscal year 2011 and additional funds need to be found to spread the model to the rest of Illinois.

#### *D. Food Service/Dietary*

Dietary services (an example of a service shared with the Illinois Department of Corrections) vary across the state. Dietary plans are set for the entire state for both adult and juvenile facilities by dieticians, and while probably meeting the minimal nutritional standards, frequently do not appeal to youth. Food service managers and cooks report that the quality, and in some cases quantity, of the ingredients has decreased over the years as the state has sought ways to economize. At most institutions there are few fresh fruits and vegetables. Smaller facilities with limited storage space fare better as they are permitted to avoid the large institutional suppliers and purchase local food stuffs. While the easiest way to describe the food at some institutions is "awful," food served at Pere Marquette and Murphysboro is both visually appealing and tasty.

#### *E. IDJJ as Place vs. Process*

In the recent past commitment to the Juvenile Division of the Illinois Department of Corrections was more about separating a youth from an offended community than it was about assuring that meaningful positive change in the youth's behavior would occur. While it is true that treatment was offered to some youth, all facilities had at least some substance abuse treatment beds (although generally not enough treatment slots for the population deemed in need), and there were sex offender treatment programs, the vast majority of youth were placed in institutions where they received education, perhaps some small group or individual therapy, and were expected to emerge with better behavior because of their time spent in the correctional milieu. National standards for juvenile supervision and care were ignored. Constitutionally required services were significantly compromised.

The vision guiding the creation of the new Department of Juvenile Justice called for the creation of a correctional agency founded on the principles of balanced and restorative justice that would provide age and gender appropriate rehabilitative treatment delivered in a culturally competent manner to all youth committed to its care. To date that vision has not yet been realized, nor supported with resources. State resources have declined in each of the past four years. IDJJ's budget is now 20% lower than it was four years ago.

The system, for the most part, views itself more as a place than a process. Interventions are often limited to small substance abuse programs at each facility delivered by separate "treatment" staff. These programs, with limited admission space, primarily treat youth who are diagnosed with substance abuse or dependence. Although it is to be noted that almost all of the youth cite marijuana or alcohol as their drug of choice. At Murphysboro and Pere Marquette the programs are burdened with providing general interventions to all residents, but lack the cohesive and unifying approach that is required to do that. Likewise, counselors and mental health staff at most facilities currently provide some therapeutic services to youth but again these are provided by

“treatment” staff and are not necessarily part of the overall functioning of the institution. (Because of the shared services model, IDJJ’s substance abuse provider contracts are part of IDOC’s contracts and thus there has been no opportunity to develop individualized treatment contracts.)

What is needed is a broader, system wide intervention for ALL youth. Its components include an effective behavior management system and specific interventions designed to reduce the risk of re-offending. The foundations of the system should be the same across the entire system so that youth who move between institutions will be building on what has come before. Likewise the types of interventions provided should be as uniform as possible throughout the system and be evidence-based whenever possible. (That is not to say that there won’t be smaller populations that do require specialized treatments, but even they should be delivered in the context of an overall, unifying concept of rehabilitation.) Through grants from the John D. and Catherine T. MacArthur Foundation and the Illinois Juvenile Justice Commission the Department is in the process of developing a core treatment model in consultation with Dr. Eric Trupin of Washington State University.

An effective behavior management system emphasizes positive reinforcement and minimizes the use of negative consequences. It builds on a youth’s strengths and teaches skills. The Department has already moved significantly to curb the use of confinement but has found that its attempt at substituting positive reinforcements has not met with great success. The causes range from lack of staff, lack of staff training and lack of timely and appropriate positive reinforcements. The Department has begun to act to remedy the deficiencies through training and increasing staff ratios, but much remains to be done.

Besides an effective system for behavior management, a consistent intervention program for ALL residents is needed to make their stay more process than place. Research has shown that motivationally based interventions, utilizing a cognitive behavioral format (CBT), are the only efforts likely to bring about a reduction in criminal thinking and thus a reduction in future criminal activity. The Department has initiated pilot CBT programs funded with grants, but these are insufficient other than to provide a model.

Most youth entering the criminal justice system are lacking in even the basic social skills that most non-criminal youth take for granted. These skills do not develop spontaneously; they need to be taught and practiced. Cognitive materials should be used to teach young people the skills they lack for effective interpersonal relations, problem solving and decision making.

The Department must also incorporate restorative justice principles and practices into its core curriculum. Such actions should both help to reduce the risk of future re-

offending and serve as a tool to respond to major inappropriate or violent behavior. Regular restorative justice groups, coupled with restorative justice practices would form an effective intervention that would reduce behavioral issues and help create a more secure and safe facility.

Work has begun at IYC Chicago to develop and pilot a core treatment curriculum for the Department. The curriculum is based on evidence-based practices developed by the Washington State Department of Juvenile Justice. It will utilize cognitive behavioral therapies and dialectical behavioral therapies (DBT), social skills training and use of motivational enhancement approaches. The development of these materials is critical if the Department is to become an agency that provides meaningful opportunities for youth to develop the competencies that permit them to repair harm and return to their communities as contributing members.

#### *F. Physical Plant*

Some IDJJ facilities are operating at 150% of their design capacity. This level of double bunking presents serious risk issues both in terms of levels of staffing and supervision of youth now being housed in rooms that are less safe when bunk beds are introduced. IDJJ commissioned the creation of a Master Plan that included an engineering and architectural assessment of all of its facilities and which contains a multi-year plan for recommended replacement of housing units and support facilities. This report should be consulted for a more complete assessment of the state of IDJJ facilities.

In summary, the state of physical plants across Youth Centers varies widely. IYC St. Charles is literally in total disrepair, from dissolving pavement on the roadways, to abandoned buildings that have missing roofs, windows, etc. A more thorough description of the structural issues faced at St. Charles can be found in our separate report on the facility currently posted on the John Howard Association of Illinois website. IYC Joliet is an older facility constructed in 1960. After 50 years of hard use, it now suffers from some of the same deficiencies as St. Charles, e.g., some number of aging living units in need of serious updating. IYC Harrisburg, a refitted mental health facility utilizes modular classrooms for portions of its population. These structures should be replaced with permanent buildings. IYC Warrenville, the primary facility for females in the Department, while not nearly as old as St. Charles or Joliet, has a number of living units with leaking roofs. It also utilizes a number of modular classrooms which should be replaced. In contrast, the newer IYC facilities of Chicago, Kewanee and Murphysboro are all in good repair.

#### *G. Mental Health Issues with High Risk Youth*

IDJJ is the de facto state treatment system for youth who are seriously disturbed. The suicide of a youth at IYC St. Charles requires clarification of how the system deals with its most disturbed and violent youth. These children are not going away, and as resources in the community vanish, they become a significant population for IDJJ. These

children make their presence known, if not in actual numbers or proportion, then in the resources needed and implications of mismanaging the response to their level of risk. Almost 2/3 of IDJJ youth have both a mental health diagnosis and a substance abuse diagnosis. They are both a high risk and high need population.

It is to be noted that the Department with the support of the John D. and Catherine T. MacArthur Foundation is bringing a team of national and local experts together to conduct an assessment of the adequacy of behavioral health services including assessing the mental health services available throughout the Department. The experts will conduct a series of visits to the state's facilities (the first of these visits has already occurred) and issue a report with recommendations early in 2010.

Males within the Department with the most severe mental health needs are treated at IYC Kewanee. Males with moderate mental health needs are treated at IYC St. Charles. Females within the Department with severe mental health needs remain at Warrenville and are treated in a specific housing unit. All of these facilities have a significant number of mental health professionals and structured mental health treatment programs. Whether those programs meet all the needs of the youth committed to the Department is a question beyond the expertise of the citizen monitoring team provided by the John Howard Association. We can, however, competently comment that administrators and mental health professionals within the facilities have regularly commented that the psychiatric services being provided by contractual health care providers frequently do not have enough hours of coverage and that formularies may not provide the optimum medication for all youth.

#### *H. Classification*

The classification system currently in place seems a holdover from the Department of Corrections era. At that point, the committing offense and the availability of an open bed triggered the selection of a security classification and the assignment to a facility. Today, security classification and setting of the expected date of release appear to be determined almost exclusively based on committing offense. For juveniles, however, classification decisions should be based at least as much, if not more, on treatment needs as security considerations. While aggressiveness, potential for self-harm and risk of escape are legitimate concerns, they are not and should not be the only factors considered in determining facility and program placement.

It is not clear that there is much correlation between behavior on the streets and behavior in the facility. The research makes clear that environments have a strong influence on behavior, especially adolescent behavior. The climate of the facility is a far better predictor of acting out behavior than the youth's past history. Youth should be identified at the lowest security level possible, and if not, have their status reviewed at least monthly. Accurately ascertaining risk can open more options for education and other interventions. A sophisticated behavior management system would provide this

kind of information. It is heartening to note that at some facilities (IYC Chicago is an example) youth behavior is examined monthly with an eye towards shortening time in the facility. Expanding this system to IDJJ as a whole would enable more appropriate and timely changes in assignments of youth to the various programs available.

The Department has already begun working with the National Council on Crime and Delinquency (NCCD) to develop a new classification system based on the youth's risk to re-offend and his or her treatment needs. The Department's new aftercare system will play a role in identifying the youth's post-institutional community placement and treatment needs while the youth is still in Reception.

The Department will use NCCD's instrument, the Juvenile Assessment and Intervention Strategies (JAIS), Columbia University's Diagnostic Interview Schedule for Children (V-DISC) and VISA to assess mental health needs, the Texas Christian and GAINS substance abuse assessment tools in order to systematically collect information about the youth's strengths and risk factors and to identify treatment needs. (The use of the JAIS has already been implemented in Reception and Classification at Warrenville and Pere Marquette, and will be expanded to the remaining centers in the next year. Full implementation will require substantial training of all staff which may not be possible without incurring significant overtime costs.) Length of stay will be based on an approximation of how long it will take to complete treatment that can only be provided in secure custody. Since setting expected treatment times is largely presumptive, it is hoped that progress in making targeted changes in behavior will also influence eventual release dates. Research has indicated that lengthier stays do not necessarily result in greater positive change and in some instances can even reverse initial gains.

### *I. Unions*

The vast majority of the employees of the Department are members of the American Federation of State County and Municipal Employees (AFSCME). The union initially opposed the creation of the new Department fearing that its then members would be disadvantaged by the new requirements of additional education as prerequisites for certain positions. Since the Department has come into being, the union has formally and informally taken many positions against changes the Department has sought to make. Some of these positions seem trivial, opposing the removal of "badges" from the uniform and opposing the replacement of the paramilitary uniform with khakis and polo shirts, while others go to the heart of the transformation from a mini-adult corrections agency to a juvenile rehabilitative focused department, opposing drastically lessening the length of time a youth could spend in confinement and the number and variety of offenses that merit any confinement. Perhaps more striking than the union's opposition to change, has been the prior administration's reluctance to stand firm with the Department as it has sought to implement needed change.

In a time of shrinking resources the Department has tried to do more with less. That has included using more volunteers and asking employees to go beyond their strict job descriptions and participate more fully in the day to day activities of the youth. While many employees have embraced these changes and actually talk about increasing their job satisfaction, formally the union has tended to oppose these changes and frequently file grievances when changes are proposed. One example occurred at St. Charles where a retired teacher offered to tutor boys who were studying for their GED. She originally had a group of up to six boys she tutored during time they were not enrolled in class. The union filed a grievance alleging that her actions were replacing a teacher's position. When the grievance went to arbitration the union won, and the result was that she could work with only 2 boys. Since the Department has a difficult time keeping all teaching positions filled in the best circumstances, it is not clear what benefit the union obtained from this ruling. It is clear that four young men were unable to be tutored.

Another anomaly that is part of the peculiar relationship that the union has with the Department is the large number of supervisory positions now covered by the collective bargaining unit. This includes many positions which would typically be excluded from membership because of the supervisory nature of their job duties. At this time all mid-level managers within the Department are now part of the same union as the staff they are to hold accountable; this includes supervisors for security staff, case work staff and all principals. This translates to most facilities having at most three, and often less, employees who can actually manage, evaluate and discipline staff.

Until AFSCME accepts that flexibility in the time of scarce resources will benefit its members as well as the Department, or until the Department is empowered to take the needed steps to oppose unrealistic positions, progress in the Department will be hampered.

### *J. Shared Resources*

At the time of its initial creation, the Department was forced to accept sharing resources with the Illinois Department of Corrections in a number of critical areas including personnel, training, legal, evaluation, procurement and contracting, medical and mental health. While appealing from a fiscal perspective, the system has many inherent problems. The two departments are vastly different in size and budget. The Department of Corrections has roughly 30 times the number of individuals in secure custody and a budget of roughly 13 times that of the Department of Juvenile Justice. Within the Department of Corrections many of the shared services themselves have actually had positions cut or eliminated as administrative staff members have been reduced to keep an adequate number of people in front line positions. Fewer people are being asked to do more work in these positions and now with the demands from a new agency it should come as no surprise that IDJJ's needs can get short shrift.

Within the past year IDJJ has employed a licensed, credentialed, Behavioral Health Services Administrator who is responsible for the review and approval of all assignments of youth to Special Treatment Units, as well as interagency transfers, and transfers to the Division of Mental Health in coordination with the Department of Human Services. In addition she is responsible for ongoing efforts to review, revise and implement all policies and procedures related to behavioral and health services for the department. IDJJ is no longer dependent on IDOC for these shared services and has begun to develop programming, training and policies that are adolescent specific and more relevant to its population.

It is time for the Department of Juvenile Justice to gain its own set of internal resources to properly administer its separate mission. Shared services often translate into no services or delayed services. How can a large complex Department with 3000 committed youth be effectively administered with no support staff, no training budget and Acting Deputy Directors who have no access to even clerical support?

## **II. ISSUES SPECIFIC TO INDIVIDUAL FACILITIES**

### *A. IYC Chicago*

IYC Chicago is a minimum security facility for boys from Cook and the collar counties located on the west side of Chicago a mile or so from the United Center. It houses a population of 130 youth, including a substance abuse treatment program operated by the Wells Center, and a program that serves youth who have begun to fail on parole (Half-Way Back) which is operated by TASC.

The building itself was originally configured for a population of aggressive, violent “super predators” who never materialized. As a result the facility’s stark structure stands in contrast to the population it holds. Despite this overall contradiction, the youth rooms are well designed, with large windows, sufficient space, good lighting. The facility has a significant number of cameras, especially in observation rooms. Some mural work should be enhanced and increased on the walls, and the pastels could use some “punch.” The day room areas are large and at least minimally furnished. There is a large gymnasium, in great need of floor surface replacement. The carpet is well worn and beyond repair. The building appears to be in excellent condition, and seems to be kept very clean and neat. More carpeting in the halls could soften the look a bit. Plants and other “live” items could reduce the stark factory look of the building.

The entire facility exudes a very positive attitude toward the boys. The focus is on positive reinforcement; confinement is virtually non-existent. Residents are given brief “time out” in a quiet space with a staff observing, and then life goes on after processing. While one can see that these are the “best” youth in the system and the easiest to manage, youth who know their days in the facility are limited can get very impulsive and

lose control. This in no way diminishes the positive attitude that staff has toward youth, and the lack of anything resembling a punitive environment.

While no formal work on Restorative Justice is being done, it is clear that general Restorative Justice-like principles are being used in the processing of behavioral issues with the residents.

With the implementation of Performance based Standards, the facility leadership determined that in order to treat youth in the context of their family they needed to include parents/guardians in programming and increase communication. A facility improvement plan was designed to increase the frequency of contact and provide more information on the youth's progress. Initially there were on average just 1.5 family contacts initiated by staff during the youth's stay. That average rose to 5.13 in October 2009, exceeding the national average of just 3.4. The facility tries to establish as much family contact as possible; staff is encouraged to introduce themselves to family at visitation times; phone conferences with parents are held as needed.

All residents (except those on writ for court) attend a full day of school. There are 5 teachers, including one certified in Special Education. They are currently in need of a PE teacher. The only vocational program is dietary, to provide training so discharged residents can obtain a food service certificate. It is a small program with room for only 4 residents at a time. On the other hand, the short lengths of stay compromise any long term vocational program.

Chicago has many programs going on, with a large cadre of volunteers. These programs are therapeutic, religious, educational, artistic and recreational. Some volunteers also do post-release mentoring. In the summer, residents participated in a softball league. The facility's goal is to have at least 50% of the population having outside clearances so that residents can attend activities in the community. Two groups of boys go to Warrenville and participate with the residents at that facility. There is also a joint dance troupe between the two facilities.

Through a grant received by the Department of Human Services (DHS) to collaborate with IDJJ, Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) groups began and were fully implemented this year at Chicago and Warrenville. The SPARCS program is an evidence-based trauma informed approach to deal with adolescents. DHS staff initially facilitated youth groups and then co-trained the staff at Chicago so that the groups will remain functional upon the termination of the grant. The goal is for agency staff to be able to train other facilities so that SPARCS curriculum is ongoing and becomes part of the core treatment model.

The facility has 40 hours of psychological services in addition to 5 hours of psychiatric services weekly. There are a number of students from various graduate programs in the

Chicago area on practicum and internship status. These students are involved in leading groups, and other clinical activities. They have what appears to be a well designed medical area with observation rooms nearby if needed.

There appear to be spaces and items for recreational use. The Acting Superintendent has gotten youth involved in activities himself. Other supervisory and direct care staff volunteer their time after work to provide recreation opportunities as there are no recreational staff at Chicago.

The Wells Center runs a 120 day substance abuse treatment program for 16 youth at a time. Youth enter this program either through assessment at one of the Reception and Classification Centers, or as a result of assessment when they arrive at Chicago. The Wells Center program has attempted to collect data on the success rate of their population; they are the only treatment program in the Department that was able to provide at least some data.

They presented Youth Returnees and Drug Related Charge Data, Youth Returnees by Offense Data, and Parole Status and Attendance in Treatment Data. The lack of comparative data from IDJJ prevented good interpretation of the first two data sets. The last data set has a confounding variable. Residents who left and attended at least one treatment session had a lower recidivism rate. Unfortunately, the lack of a comparison group allows confounding of motivation and treatment. It may be that the kids who attended at least one treatment session were motivated to make change, which is why they came to treatment. A measure of motivation or control group would help interpret the data. Family involvement is a feature of the program.

IYC Chicago is being used to pilot the new treatment program the Department intends to implement in all of its facilities. (See discussion above in section I. E. *IDJJ as Place vs. Process.*) The program is geared to increase positive outcomes after release and reduce recidivism. The project draws on a group of consultants from Seattle, WA. Residents will have group experiences in CBT and DBT, along with social skills training, and use of motivational enhancement approaches.

This facility has a clear vision, emanating from the top of the administration. This vision has clearly articulated who are the youth, who are the adults and how those two groups interact and work together. The Acting Superintendent has clearly developed a "team" approach in his facility, focusing the collaborative effort of all those working with the boys to resolve issues and assist youth in making changes in their beliefs and behaviors. This is the one IDJJ facility that seems to have a coherent vision of its purpose and how to achieve it.

IYC Chicago was one of the five finalists chosen for the Barbara Allen-Hagen Award which the National Council of Juvenile Correctional Administrators and Performance based Standards Administrators chooses based on the success of the implementation of

their facility improvement plans. In addition to the large increase in the number of contacts between staff and parents, the facility also drastically reduced their number of idle hours. (Idle hours are the number of waking hours per day that youth are not engaged in activities.) Chicago reduced their number from 4.25 per day to just 0.21 presently. This number is far below the national average of 1.2 hours per day.

### *B. IYC Harrisburg*

IYC Harrisburg is the reception and classification center for boys from the southern part of the state. In addition to the general population of medium security level boys, there is one unit of maximum security boys and two units of boys in substance abuse treatment operated contractually by Civigenics. The current capacity of the facility is 276 boys.

While the facility has attempted to use some brighter colors and allow the youth to create murals, the overall appearance of the facility's buildings is rather bleak. The sole exception is the school which is filled with motivational posters, examples of students' work and other decoration. The grounds at Harrisburg have virtually no trees or bushes. The view from one end of the campus to the other is broken only by the presence of buildings and fenced yards.

Mental Health resources for the Reception and Classification Unit have diminished throughout the years based on budgetary constraints prior to the creation of IDJJ. Mental health services are stretched between the R&C Unit and youth in general population. Additional treatment resources are needed to meet the mental health needs.

The school at Harrisburg is in many ways a model for the department. Staffing levels are higher than at any other facility. The school possesses both a robust vocational program, commercial custodial, building occupations and fast food service, and also offers vocational college level courses in computer technology, business management and horticulture through a contractual arrangement with Southeastern Illinois College.

The school was the first in the Department to adopt Positive Behavior Interventions and Supports (PBIS) which is a system of rewarding positive behaviors in the school through immediate and tangible rewards. In the year prior to PBIS being adopted there were 37 fights in the school. Following the adoption, the number dropped to none, and now fights very rarely occur. The system has spread to about half of the District 428 schools and seems to have brought positive change where implemented.

The principal and teachers at the school have taken on the task of attempting to host one special event per month to vary daily programming in the school. Some of the events call on students to use their talents, like talent shows and game days, while others bring outside speakers to motivate or inspire. With the implementation of a PbS

Facility Improvement Plan to reduce Youth Fear for Safety, teachers have also assisted youth in organizing a student council with elected representatives. This organization speaks as a voice for all youth in bringing concerns to the administration, working to improve the overall operation of the facility, and decreasing idle hours.

Harrisburg suffers from severe staff shortages in most areas other than education. The Superintendent splits his time between Harrisburg and IYC Murphysboro. There is an Assistant Superintendent of Operations, but the Assistant Superintendent of Programs position has been vacant for years. This position is needed to provide direction to the Reception Unit staff and all program staff. Harrisburg has only half the number of counselors they need and until an individual was temporarily assigned from Murphysboro case loads were as high as 70 youth to one counselor. The facility also has half the number of Leisure Time Activity Specialists allotted. The Clinical Services Supervisor is not only responsible for supervising casework for all youth in the facility, but also serves as the Administrator for the Reception Unit, another position which has been vacant for years.

Some staff members at Harrisburg have been among the last in the Department to accept the new rehabilitative model. There appears to be a pervasive attitude among some staff that the boys are simply smaller criminals and as such are entitled to treatment that is identical to that offered adults in the Department of Corrections. Individual incidents of confinement and length of confinement stays are higher here than at many of the institutions. Although there have been decreases in the use and time of confinement, the monthly averages recorded through PbS still exceed the national averages.

### *C. IYC Joliet*

IYC Joliet serves as the Department's primary facility for the serious male offenders committed to its care. It currently houses a substance abuse treatment program operated contractually by the Wells Center and a special program for medium security boys from Cook, Lake and Will counties who have had their parole revoked, in addition to its general population of maximum security boys.

In the last few years, the facility has become home to a population of older youth who are returned to the Department as parole violators after having been arrested in Cook County on serious, adult charges. They currently represent almost one third of the total population at Joliet. These young men are facing such serious charges as murder, aggravated assault and other class X, I and II felonies. Many of them must be transported to court in Cook County on an almost monthly basis. Providing this transportation puts a strain on Joliet's resources. In addition, many of the youth are not motivated to participate in treatment or programs since they feel that they are simply marking time until they go to the Department of Corrections. This population accounted for a relatively high proportion of the disciplinary incidents at Joliet impacting

overall average time youth spend in confinement for major rule violations, many of which are violent aggressive actions toward staff and other youth. Joliet has developed special programming to address this population that includes a behavioral reward system.

Joliet is an older facility and many of its buildings are in need of serious repair including new roofs, heating and cooling plants and the replacement of windows in living units. While the rated capacity for Joliet is 344 boys, some housing units are in such bad repair that the facility's actual capacity is closer to 300 boys. Most housing units have little in the way of wall decoration, although the two treatment units are the exception to the rule. Joliet's campus is devoid of trees and bushes. There are small plantings of flowers around some of the housing units.

All youth at Joliet who are enrolled in school attend on a full-time basis. During the past year, 21 youth earned either a GED or high school diploma. The school has three vocational programs, commercial custodial, small engine repair and auto mechanics. Career work training classes are also available. For the second year, Joliet youth participated in a science fair. Interested youth worked with each other and teachers to produce interesting and informative demonstrations of scientific principles. The activity culminated with the presentation of the work to all interested youth and staff, and visitors.

The Parole Readjustment Program takes youth who have failed while on parole and focuses their activities on an analysis of barriers the boy faces in the community and developing skills to overcome them. The program is operated contractually by TASC. The program model makes use of behavior modification and cognitive restructuring treatment modalities as well as continued participation in school and other facility activities. In addition youth are linked to a clinical reentry manager who will provide assistance in obtaining access to education and other needed services once they have returned to the community.

Joliet suffers from some severe staff shortages particularly in terms of the number of counselors, Leisure Time Activity Specialists, Mental Health professionals and Chaplain. Counselors have case loads as high as 60 boys and there is only one LTA for the entire facility. This places the responsibility for conducting recreation (as opposed to scheduling and organizing it) on the shoulders of security staff members who may or may not embrace the task. The Assistant Superintendent of Programs position is vacant and is needed to provide oversight and direction. Despite these challenges, the facility has maintained a robust intramural program of sports throughout the year. Cottages compete with one another in softball, flag football, soccer, and basketball.

#### *D. IYC Kewanee*

IYC Kewanee serves as the Department's special treatment facility for those boys with severe mental health needs and those boys requiring sex offender treatment. Although it has beds for 306 boys, at this time the facility is only operating eight units for sex offender treatment, four for those with mental health needs, and one unit of substance abuse treatment for boys with mental illness (MISA). If all beds on these units were filled the population would be 234; the actual population is 200.

The physical plant at Kewanee is relatively new and in excellent repair, having only been opened in 2001. The original stark institution has been significantly lightened and brightened with the judicious use of colorful paint, murals and wall decorations. No trees or bushes have been planted on the grounds. Flowers have now been planted along some walkways. In the past year the administration has removed much of the internal razor wire, but the facility's perimeter is still ringed with multiple fences all topped with the razor ribbon.

At the time of Kewanee's creation, the Department of Corrections, which then administered the facility, decided that all treatment would be provided through contractual treatment providers. (At this time, the mental health and sex offender treatment units are operated by ABTC, Alternative Behavioral Treatment Centers, and the MISA unit is operated by the Wells Center.) This decision, while providing maximum flexibility in terms of commitments to treatment staff, has not provided for the type of accountability of treatment staff and cohesiveness of entire facility staff that is desired.

The physical placement of the most intense treatment facility of the Department in a relatively remote area of the state has resulted in some additional unintended bad consequences. It has been difficult to recruit and retain qualified staff. This has been true for both the contractual treatment providers and for the school. The location also prohibits treatment providers from being able to take advantage of the range of interns and externs that one finds at IYC St. Charles or Chicago. Volunteer recruitment in this rural area is also a challenge.

Providing full-time school for youth at Kewanee has been a difficult challenge. It has only been within the last six months that all youth who are enrolled have been receiving the required five hours of educational instruction each day. (Even having reached this goal, the facility still has eight teaching vacancies.) Despite this deficiency, 71 boys have earned a GED or high school diploma in the past year and an additional 8 have earned their eighth grade diploma. Kewanee has one vocational offering, computer skills, and no college level courses. This is a particular problem at Kewanee because the average age of youth here is over 17 and many boys have already earned a high school diploma or GED.

Many boys remain at Kewanee after they have completed their normal course of treatment, and there are so many youth in this status that Kewanee has established a separate "treatment completers" unit. Many youth who stay beyond their treatment completion date do so because there are waiting lists for residential community placements, transitional living and independent living programs, or an appropriate placement cannot be found in the community; others because there are no funds in the Department's budget to pay for that placement. These boys who are awaiting placement tend to be older and often part of the population no longer enrolled in school. These factors have combined to produce an unacceptably large number of "idle hours" for boys at Kewanee in the past. ("Idle hours" is the measure of the number of minutes per day that at least half of the youth on a living unit are not engaged in activities outside their sleeping room.) Through a facility improvement plan developed in PbS, over the past year, the administration has challenged staff, and especially counselors, to provide a greater number and variety of activities for youth. Individuals have stepped up in a variety of ways and the facility has reduced its number of idle hours per day from a high of 6 hours to a mere 19 minutes per day. Staff members and youth have planted gardens to raise flowers and vegetables on the grounds. Flowers have been planted around some of the living areas. Dietary staff members have offered cooking classes in which boys made cakes and cookies and in some instances used the produce being harvested from the gardens. Boys have painted murals in living units to add color and variety, and some boys have learned to play musical instruments. Creativity Centers were developed by the counselors to which youth have access based on behavioral successes, providing positive incentives for youth to do well in all areas of their programming.

Some youth in the facility have participated in a restorative justice practice to increase empathy. They correspond with and send artwork to individuals in nursing homes.

IYC Kewanee operates the only 24-hour infirmary available in the Department, and thus, boys who need infirmary care are transferred to Kewanee until such time as their need ceases. The medical contract for health care services at Kewanee is with Wexford. Although adequate to meet the other medical needs of the boys, the number of hours of psychiatric coverage (12 hours per week) is not sufficient for the special population. At present, over 80 youth at the facility are taking psychotropic medications. The administration at the facility believes that they need a minimum of 35 hours of psychiatric coverage per week to adequately meet the needs of the youth.

While much has improved at IYC Kewanee since it was originally opened, there remain a number of barriers to it becoming a first class treatment center. Its location makes the recruitment and retention of talented staff difficult. Its location also makes the provision of family therapy more difficult as parents are not close to the institution. The community that surrounds the facility fear the youth held at Kewanee and has been resistant to efforts to remove fencing or integrate youth into community activities.

### *E. IYC Murphysboro*

IYC Murphysboro is the Department's male boot camp with a capacity of 156 boys who have been classified as low-medium security risks; it more recently has averaged only 75. Treatment at this facility is provided in the highly structured para-military model that contains a high degree of regimentation with some emphasis on physical training. The model has been modified for youth to also provide full day school and substance abuse education/treatment for all youth.

The Wells Center provides 15 hours of substance abuse education and treatment to the boys at Murphysboro each week. During the boy's initial orientation to the facility, he participates in one hour of substance abuse education seven days a week. During the next period, all youth receive one hour of substance abuse education per day five days per week and youth assessed with a diagnosis of abuse or dependency participate in two hours of substance abuse therapy five days per week. During the boy's final period at Murphysboro, they participate in one hour of education five days per week as they prepare to transition back to their community.

The Leisure Time Activity Department at Murphysboro is responsible for the physical training in which all boys participate. This training is intended to increase self-esteem, physical conditioning and promote stress reduction. It includes a Challenge Course that teaches boys to remain under control when they are outside of their comfort zone and an Obstacle Course that challenges youth physically and emotionally. All boys also have the opportunity to participate in tournaments and structured team sports including volleyball, basketball, soccer, and flag football.

The school at Murphysboro provides full time education for all youth. There are two vocational offerings, construction occupations and horticulture. In the past year 17 students have earned their GED, 1 earned a high school diploma and 16 earned 8<sup>th</sup> grade diplomas. Although there are no college courses available at Murphysboro one of the teachers who works with GED candidates is particularly proud that a number of his students have completed the enrollment process for college while still at Murphysboro. To help facilitate this, tours of John A. Logan Community College and Southern Illinois University are conducted with eligible youth.

Meals at Murphysboro are among the best in all of the Department's facilities. The daily menu is extensive and varied. Boys are treated to a variety of fruits and vegetables at each meal in addition to the regularly scheduled items. It is not uncommon for there to be a choice of seven or eight salads and five to six dessert items. The dietary staff and boys who work in the kitchen take particular pride in the quality of the meals they serve.

Youth at the facility often participate in service projects like assisting the local community to clean up in the wake of the tornadoes experienced in spring of 2009, and

providing landscaping at Lake Kincaid and in the city of Murphysboro. The boys also leave the grounds to do physical challenges meant to increase self-esteem and demonstrate increased physical prowess. The ease with which the youth are welcomed to the community demonstrates the high level of community acceptance of both the facility and its population. The community engagement is also evidenced by a high degree of community involvement in volunteer activities at the facility.

There is an ample body of research demonstrating that boot camps are not effective in reducing re-offending risk among youth. Most youth who graduate from Murphysboro return to homes and communities with little of the structure they have come to depend upon in the institution. It should come as no surprise then that many do not successfully complete their term of parole.

The Department acknowledges the deficiencies in the boot camp program for youth and has begun to move away from the model. We would urge that a transition to a program with interventions proven to be effective in reducing youth recidivism should be accomplished forthwith.

#### *F. IYC Pere Marquette*

IYC Pere Marquette is a small substance abuse treatment facility for girls located in the southern part of the state. The facility capacity is 40, but the average census is only 20. (The substance abuse treatment program is operated contractually by Civigenics.) It houses girls in a fairly open campus setting (there are no perimeter fences on three sides of the facility) just yards from the Mississippi River. In many ways the facility could serve as a model for other Department institutions. Its size is ideal, with staff knowing each and every girl, and the staff functioning as a cohesive unit frequently participating in facility-wide activities.

The program is resource rich in regards to Mental Health Professionals. Civigenics provides 3 Substance Abuse Counselors, 1 Supervisor and 1 Mental Health Professional. In addition, there is also a state psychologist to provide mental health services.

The administrators at Pere Marquette are among the most creative and inventive in the Department. They have found a multitude of ways to reward good behavior and build self-esteem (facials, sleep-overs, off campus activities, and a "Gala Luncheon"), have attracted a talented and varied cadre of volunteers, developed community service opportunities for their residents and even found ways to calm behavior in youth who are upset or acting out. (All girls get a teddy bear when they come to the facility. That bear can be used by the girl at any time, including during punishment.) The facility has taken advantage of its location in using off-grounds activities such as visits to the Cahokia Mounds Museum, the Lewis & Clark Museum and the Alton Museum. Girls have participated in a Performing Arts Dance Workshop at Principia College, learned to care for horses at the Beverley Farms Equestrian Foundation and participated in

community clean-ups in Grafton. On grounds, all girls participate in quarterly student-staff days where all participate in such activities as sports competitions and a cook out. Once a year girls are invited to dress in formal dresses, have their hair and make-up done and participate in a special luncheon at which they can demonstrate newly learned social skills.

Perhaps as a result of the variety of positive behavioral incentives, Pere Marquette has totally stopped using the confinement unit as a place of discipline. Occasionally, girls are physically housed in the area, albeit with doors propped open during the day, if they are being temporarily housed while going to court in a nearby county. Pere Marquette also allows girls to earn a weekend sleep over in the unit complete with later bed times, special movies, treats, and gender specific activities.

School is provided to all girls on a full time basis. There are no vocational programs, although the facility has the space and equipment to start a nail technician program if an instructor were located. In the past year, 6 girls earned their high school diplomas and 3 earned their 8<sup>th</sup> grade diplomas.

The quality of food at Pere Marquette has always been very good. Local fruits and vegetables augment the standard diet and youth and staff members are treated to a salad bar which not only contains greens and other vegetables for inclusion in a tossed salad, but also to such items as raw and canned fruit, cottage cheese, coleslaw and a choice of desserts.

Perhaps as a result of the good food, the administration has noted that many of the girls in the facility are overweight or gain weight during their stay at Pere Marquette. The administration has long encouraged girls to get additional physical exercise, but this year the health care administrator has begun a program to measure each girl's body mass index and then compare it over time and reward those girls making the most improvement. In addition, the facility is working on their PbS facility improvement plan to provide a pre and post physical fitness assessment to better gauge the physical activities of the girls.

### *G. IYC St. Charles*

This facility serves as the reception and classification center for males from the northern part of the state, annually processing almost 2000 youth, and houses a permanent population of medium security youth, two units of whom have moderate mental health treatment needs and two units of whom are engaged in substance abuse treatment. (The substance abuse treatment program is operated contractually by the Wells Center.) The overall capacity of the facility is 318, although the population averages 328.

As described earlier, the physical plant is abysmal. The pavement is dissolving, exteriors of living units rotting away, and internal infrastructure in some resident's rooms in

shambles. Several buildings have been abandoned and are in various stages of decay. The building that houses the original gymnasium and pool is now beyond repair. The Clinic/Chapel building will soon have to be abandoned because of disrepair. Almost no resources have been available for the repair and maintenance of the facility due to budget cuts over the past eight years. In contrast to these structures, the facility also boasts a new visitor center/multipurpose building and spacious, attractive grounds which afford youth an excellent space for sports and leisure activities and visiting with family and volunteer groups.

Due to its suburban location, the facility is able to take advantage of a large number of volunteers both individual and through churches and other groups. These resources allow the facility to partially meet the unfilled recreation needs of its residents. The mental health treatment department at the facility also makes excellent use of the ample number of students in the area who serve internships and stretch what otherwise might be a somewhat insufficient mental health staff. At present, the facility has the services of 14 graduate students, 6 of whom are working on master's level degrees, 7 of whom are working on doctorates and 1 of whom is a post-doctoral fellow. These interns assist in testing, and provide individual and group therapies under the supervision of licensed clinical professionals. Like IYC Harrisburg, St. Charles is working to reduce youth fear for safety, and utilizes one intern who volunteers on Saturdays and works with youth who are on the institution's Student Council. The Council publishes a monthly newspaper which contains articles and stories of interest to residents and staff and brings resident concerns to the administration.

The paid mental health staff consists of an additional 10 doctoral level psychologists plus one licensed social worker. This staff, working with the earlier mentioned interns, allows the mental health treatment department to offer a high level of service to residents. All youth in the mental health treatment cottages are seen individually at least once per week. At any point, between 40 and 50 percent of the youth in the total population are participating in a voluntary group treatment program. Groups run in 9-week cycles. Most boys in the facility will participate in at least one group during their stay at St. Charles and many will be engaged in groups throughout their stay. Group topics range from anger management and drug education to grief and loss, parenting skills and relaxation therapy.

At the end of December, youth at this facility were not enrolled in school full time. Of 21 teaching positions only 11 were filled. Although the hiring process is underway for four teachers, it is not clear when the other positions will be filled. Vocational education at St. Charles currently consists of woodworking, building trades and commercial custodial. If instructors were secured, landscaping and small engines programs could be started. Given the size of the institution, more offerings are needed.

### *H. IYC Warrenville*

IYC Warrenville is the reception and classification center for all girls who enter IDJJ. For the previous year it served 201 girls, 31% of whom were initial commitments, and 39% of whom were parole violators. The facility houses girls of all security classifications and has a special housing unit for girls with mental health needs (“Victory”), a substance abuse treatment unit (Wells Center), and a special program for girls who are mothers or are pregnant (“FOCUS”). The total capacity of the facility is 86.

Warrenville staff members have experienced more training than any other youth center during 2009. Mental health staff, counselors, managers, and administrators have received JAIS training and are beginning to implement this throughout the facility through staff training curriculums. Girl Matters training which will enable the facility to develop a gender responsive culture for girls and young women, and V-DISC, a suicide screen developed by Columbia University, and a VISA mental health assessment have all been started. All of these initiatives should be fully implemented during the next calendar year as training of the trainers has been successfully completed.

As previously mentioned, Warrenville is able to provide Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) groups. This program is an evidence based trauma approach to treatment with adolescents. These groups will become part of the core treatment model.

Seeking Safety groups have also been implemented at Warrenville. The groups are an evidence-based, gender responsive, trauma-related approach to substance abuse issues. These groups meet once a week for ten weeks.

The “Victory” unit, for higher risk girls, appears to be as safe from risk of self-harm as an older unit housing troubled youth could be. Girls are housed one to a room on beds presenting a reduced risk of self-harm. Other furniture in the rooms was of the hard plastic variety and affixed to walls or floor.

Overall, housing units and common areas in the facility are brightly painted, many with murals designed and executed by the girls with the assistance of an art therapist who is employed part-time. The facility boasts a newly remodeled health care unit and an expanded family visiting area. (The visiting area still appears small but the facility insists that it is ample to accommodate the number of visitors.) Most recently, the Department removed the extensive razor ribbon which had topped the large fence which surrounds the facility.

The school area continues with bright spaces, lots of posters and motivational signs and other indications of girls’ work and achievements. Warrenville has implemented the PBIS program and a new program, “Ready to Learn”, which uses a counselor assigned to the school to attempt to de-escalate a potential disciplinary situation occurring in the

school. The girl is removed from class, immediately speaks to the counselor and in most cases can be returned to the classroom without additional intervention.

Although Warrenville has occasionally struggled with keeping teachers, all girls were enrolled full time this year. There is, however, no operational vocational program at the facility at this time. (There is a work training program.) Space and equipment do exist for the creation of beautician course and the area is now open to the girls for use as a beauty salon. During the past year 18 girls received their GED, 2 earned high school diplomas, and 3 earned 8<sup>th</sup> grade diplomas.

Medical care at Warrenville is provided contractually by Health Professionals Ltd. These services have not always met the needs of the youth. Although Warrenville does house girls who are pregnant, they frequently have not had 24/7 nursing coverage. This has been achieved in 2009 for five days of the week. In addition, dental services are now being provided in the health care unit.

Although Warrenville has only one LTA, girls participate in softball, volleyball and soccer. Warrenville continues to work on its facility improvement plan of reducing idle hours. To assist with this reduction the boys from IYC Chicago have visited and participated in kickball and volleyball tournaments with the girls who have demonstrated good behavior. Girls have participated in the Music Theatre Workshop through which they write and perform a play. These initiatives have resulted in the continued reduction of the girls' idle hours leading to a decrease in the use of confinement and a reduction in youth and staff fear for safety.

Warrenville has a large group of volunteers who provide religious programs, exposure to performance arts, tutoring, physical fitness, yoga, knitting and book clubs.