

Juvenile Justice

A Conversation with Secretary Donald Devore

5/15/08

You're listening to a production of the Center for Emerging Media. We hope you'll consider making a donation to us to help us to continue to bring you these podcasts. Just go to our website and click on donate. Thank you.

I'm Marc Steiner and we are sitting in the department of juvenile services in the executive offices with Secretary Donald Devore and some of his staff and taping an interview for all of you. Good evening to all of you and it's great to see you again.

It's great to see you again, Marc and I'm so glad that you have found a niche.

Thank you. We're raring to go, enjoying what we are, and it's great to have this time with you. We've been taking to people all week, obviously, about juvenile services. I think last year, not long after you took office and you've been in office now, about 14 months?

That's exactly correct.

So it seems that people in the community who care about juvenile justice, the advocates, parents, people who left your office as we were walking in, think a lot of you, and as I said in my blog last week, there are a lot of issues but, for the first time maybe since I've been here, there seems to be someone who can really make a difference.

Uh hm, I appreciate that. And I've particularly appreciated, as I mentioned before, the way that people in Maryland have welcomed me. Despite the history of the agency not having been responsive to the needs of children and family, people seem to realize that this is a very different time and as the advocates were leaving here this morning, as you were coming in, we have a great dialogue about the challenges that confront us. As a leader I've attempted to be very open and honest to a fault about what those challenges are, the need for the community to embrace those challenges and assist me, much in the way that Dr. Alonzo has been doing with the city schools.

Well, when you first came in, you opened yourself up, actually to a lot of expectations as to how you came in and the things you said as you came in about the kind of institutions that you think we needed in the state of Maryland to make juvenile services work. Let's start off with the latest on the controversy surrounding the downtown juvenile justice center and detention center downtown. I remember when it was built, Bishop Robinson was then Secretary of the Department of Juvenile Services, and before that headed Corrections, and before that, Police Commissioner in Baltimore City. He refused to attend the consecration of the building.

He was probably right.

Juvenile Justice

A Conversation with Secretary Donald Devore

And he said that we don't need this building and we don't need anymore large institutions. And that these kind of fail, he said. This is coming from a guy who was a pretty tough cop in his day. And now, the institution itself, and everybody I've talked to, it's amazing Don, but down there, no one will speak to me on the record. No one. And we must have talked to 15 people who talked to maybe 10 people each on their own, and none of those people will talk on the record. But they're all saying the inmates are running the institution and that people are terrified to work there, whether they're guards, whether they're therapists, whether they're teachers and that parents of young people say that their kids are terrified, being inside there, and the inmates have taken over. So, let's just start from there-

Haha yeah.

Safe place to start?

Um, I have, since I've been here as you have indicated, have had some enormous challenges, none of them greater than the justice center. I'm really pleased that in the one year I've been here that we've established some very specific goals for the agency. We have achieved some of those, for example, as you know the legislature did support the advancement of the Maryland model through \$200 million dollars in capital funds. The Maryland model of small facilities- Bishop was right, small facilities located in the homes and close proximity to the homes where these children are with strong treatment and aftercare services. In the case of Baltimore City juvenile justice center, we've had some gains there, but we continue to have some challenges. Let me talk about both of them.

Okay.

For the gains I believe that we have- I believe that we have good leadership that's in place, there. It is leadership that is in fact responsive to both the needs of the children and the needs of the staff, as well. One of the greatest challenges has been the facility. When I first came here and walked through that facility and I considered it to be quite a nightmarish building, the way it was designed.

Yep.

I had a friend of mine come in- a noted architect, to take a look at the facility, Roger Lippman from Princeton, New Jersey, who, in a report that he issued to us, told us that minimally, to meet minimal industry standards, we would need another 50,000 square feet in that building. My training has generally been as a social physiologist and in that I believe that what we need to know in order to predict behavior is a lot about the environment. I think when you take 144 explosive kids, some of whom have had long histories of arrest -you've seen others who have written editorials about the number of arrests these kids have had, and you put them in such a tight space, that some of the behavior is predictable. -That's not in any way going to defend this, we're committed to changing it, but the physical facility has been an enormous challenge. The other thing that was a challenge for us was the fact that when we first came here there was reasonably little, constructively for the kids to do with that facility. In this last year we've advanced the Secretary's - meaning my violent reduction campaign and that has involved members of my

Copyright ©2008 Center for Emerging Media

Juvenile Justice

A Conversation with Secretary Donald Devore

executive staff, including myself, mentoring kids at the justice center. We have 140 kids at the justice center today, and we probably have about 40 of them that are waiting to go to placements. When I first arrived here, it was commonplace to have kids waiting to go to placements for upwards of a year. We've now cut that time down to about 60 days. It's unusual for a youth to stay longer than about 60 days, which has made a great impact. When kids are at the justice center and they've lost hope, and they feel that no one is really responding to them, and they're sitting somewhere in purgatory, and waiting to go some place and they're not quite sure where that place is that they're going to go- and these are normally impulsive kids, many of them with mental health problems- you know, it's an explosive mix. Some of the wins that we've had- we have an excellent mental health provider center where we are providing full mental health services to the kids. We've increased the programming there and we're working with the Department of Education. We had a consent judgement that was entered into before I came here, it started in 2002, assigned in 2005 and the department is anticipating the case of both Hickey and Sheltonham which have made massive turnarounds in the last year since I've been here, to exit out of that consent judgement. We've been in full compliance with all provisions of that. We've also signed a consent judgement for the justice center and we're doing reasonably well, despite the challenges there, except for two areas which I really think we can talk about- protection from harm and the area of education.

So, it's interesting that the- as you describe what's going on at the detention center, there are people that we've been talking to, again there are people that we can't-

I can understand

-well, with the work they do inside the juvenile justice world, they're saying first of all, the center is designed to hold 144 people, but it can't really hold that many safely-

I agree.

-That even at that number, it's over crowded.

I agree. That speaks to Roger's comment about needing an additional 50,000 square feet to hit minimum standards. I'll give you an example, there's six classrooms and there's 144 kids. You don't have to be an architect to know that to educate children you need more than six classrooms where you're gonna hold 12 kids per classroom. So, it's forced us to educate kids in shifts. The dining facilities, we don't have enough medical facilities, so one of the things that we have been really pushing since I've been here, through the Annie Casey foundation, has been the full adoption of the Juvenile Detention Alternative Initiative though Casey. I brought a woman on board that I recruited from Washington State- Tina Warner, and there's been a huge focus- and that was the purpose of the meeting that I headed earlier this morning, on making sure that we're using appropriate classification tools to determine which are the kids that can be released out into the community under some type of alternative program and which are the kids that need to remain. That continues to be a progress for us that we've made over the last year. For example, in Baltimore City, when I first arrived here, despite about seven years of being involved with Annie Casey, Bart Lubow and others will tell you that they simply made no progress at all- to adopting the principals made at Juvenile Detention. We have adopted our risk assessment, we've automated that, and we've developed a system to

Juvenile Justice

A Conversation with Secretary Donald Devore

closely monitor alternatives to notify judges where those availabilities are, to work with our facility judges to try to get kids that don't need to be there released from the facility. That definitely is something that we want to continue to work with- with the Baltimore City police department. We also, this year, one of the Governor's initiatives has been a violence prevention unit, both on the adult side and the juvenile side. Through the use of risk assessment instruments, we've identified in Baltimore city the 280 youth that we think are the highest on that risk scale. And we have developed a specialized unit in work with the city through the Operation Safe Kids and through our violence prevention unit to wrap services around those kids and have them more closely monitored. This year, right now, when we look at things state wide -two of the goals that the Governor has established that we're work towards is to reduce the number of kids that die as a result of homicide and to reduce the number of kids that are engaged in shootings. This year state wide, we're down about 32% as we were. Yesterday I went to a funeral, Marc, of one of the kids that was killed last Saturday.

Yes, I heard about him.

And um, you know whenever you go to these kinds of things it's always difficult. He was a kid that I knew really well. When I first came here, he was down in our Carter Center, down in Chestertown, and he was raising Hell down there. I couldn't believe that one kid was capable of creating that amount of disruption that he was making, so I wanted to go down and meet him. So, I went down and met him and we moved him into one of our other facilities and gradually he started to make some adjustments. September 9th of last year, he was committed to Karma, a group home and three days later he absconded. And since September 12th of last year, Baltimore city police had been looking for him; and of course we were notified that he was shot four times in the alley along side his house. We simply -through the violence prevention unit and our work with OSK, for kids like him, we need to find better ways to wrap services around them and protect them from some of the things that are happening to them on the street.

We may want to come back to this-

Sure, I may.

And I want to kids like him, well, we'll talk later not specifically about him, but I know somebody like him and some kids on the street who knew him. I was not at the funeral, I was not in town, but I almost went, myself. Let me go back to something you said earlier and then we'll go back to kids like him. You came in, as I said, Casey really wanted you here, a lot of advocates really wanted you here, and people still do believe in what you're doing. But, a lot of people I talked to don't really understand what you're doing because things haven't changed

-Uh hm-

-and what's taking so long. It's also been 14 months and you're turning up a battleship. Now let me lay some things out, one by one-

Juvenile Justice

A Conversation with Secretary Donald Devore

Sure, sure.

And I'll see if you can respond to them. One is that there are a lot of people involved, workers and former workers, who think that the assessment and the front end of the institution is in bad shape.

Uh hm.

-That we're not assessing the most violent kids understanding who they are, in order to separate them out, and that kids that aren't that violent should be put some where else. -That that unit, itself, is in need of a reform, desperately. And that the problem is that even if they are assessed- and I'll stop at this example so you have a chance to respond to this, that if they are assessed, for some reason, the local facilities, the local nonprofit working with juvenile defenders have not been utilized. When Ehrlich was governor, there were 90 kids in placement outside of Maryland, and I understand now it's close to 350.

No that's not true-

-Well you can explain that, but that's not what I'm- well you can talk about that, but that we are not- that a ton of money is being put back into places in Maryland, but none of the reasonable facilities, none of the smaller facilities that can work with them are being funded or utilized in this region. Well let's just stop there, this is what we're talking about, the entry problem.

Yeah, so you're talking about an area that I like to work in, that I'm very familiar with, so let's talk about those first of all. As far as assessment is concerned, as I mentioned, we now have, for the first time, in Baltimore City, ever in history, we do have a risk assessment instrument that has been put in place that is utilized for every single kids that comes to the justice center, that I would be glad to provide you with a copy of, that gives them a scale. The risk assessment instrument is something that has been verified through research purposes through Annie Casey, it's similar, we've used a similar type of risk assessment in a number of other counties including Baltimore County, so others have used it, too. Number 2, so how do you link those kids to those services that we're talking about? When I first came it was very common -I'll just pick a place, NCC Shelter which is about half a mile from the justice center. I went there, made a visit. Generally, there were occupied at around 40% of the utilization. We now, as a result of having done some of the things that I've mentioned, including keeping our staff and judges informed of occupancy rates, we've been running close to 90% of the alternatives that have been available to those kids. So, as far as the out of state kids are concerned, that's something we monitor extraordinarily closely since I've been here, I believe it's about 130 kids from juvenile services - I can get the exact number that are out of state. It may even be lower than that, I think it's about 103 to be exact, but that number has gone down since I've been here. I know that at one point it was about as high as 700 or 800 kids that were out of state- that number has gone down considerably. One of the things that I really prided myself on -and it's gonna take time, Marc, no question about it, has been the advancement of evidence based models in the state. We now have-

Juvenile Justice

A Conversation with Secretary Donald Devore

What does that mean?

That means there are three particular practices that have been demonstrated to be very successful with high risk populations. It's functional family therapy, multi-systemic therapy, and multi-dimensional treatment foster care. I would refer everyone to a book, it's well known, by Peter Greenwood On Changing Lives, where there's extensive research that's been done on the effectiveness on these in home service models for kids. It's very effective and very cost effective. I'll give you one very fast example- we have this in Baltimore City, but in the case of Baltimore County, we've been entering into counties with compacts. One of my goals is to try to keep Maryland's children in Maryland. One of the ways to do that is to reduce the unnecessary placement of kids in group homes. So in Baltimore County, through the County Executive there, Jim Smith, we've entered into a compact using funds from the firm based group, Safe and Sound Foundation. They provided us with \$400,000 in start up funds. We set up a process where kids that were identified for out of home placements would be referred to these evidence based service groups, in this case, it's multi-systemic therapy. The cost of sending a kid to a group home could be \$100,000 a year and maybe the kids don't need to be there. We've had a lot of reduction referrals there, the cost of providing multi-systemic therapy is about \$10,000. We agreed through this compact to return half of the savings back to the county for greater investment and services. So in this case, the difference of \$95,000 is \$45,000 going back to the county. This year, Baltimore county could see anywhere from half a million to a million dollars coming back to them from reinvestment under a business model for more services. We're doing the same thing here in the county, with FFT and MST to be able to further reduce. I think that I've had really good dialogue with advocates in the state. We've been producing through our quality insurance department, outcome data so we can see how they're doing and whether or not they're working. I think that where you might find differences and speak to this very directly is that you know, I heard of some institutions- you take Sheltonham for example, that was constructed in the 1800s. I felt and I still feel that it needs to be replaced, because no matter how far we expand our community services we're gonna continue to have a need for a core group of kids down in that Prince George's County to use Sheltonham as an example that are gonna need to be held in a security detention center. I think they should be held in a modernized facility that is smaller and more secure. This past year, as part of the advancement of that Maryland model, not only do we expand our community services that I'm mentioning, but I also advocated very hard and the governor did as well, for that \$200 million dollars to build some of these new facilities.

Uh hm.

Some of the advocates will say to you when you go out to lunch with them and talk with them- wow, talk about \$188 million dollars, just think about what we could do. What a waste of money to be spending it on those facilities.

How do you respond to that?

Well I respond to that by saying that no matter how idealistic you are -and I've been doing this now for 32 years, there's going to be a core group of kids that are going to require detention services. Fortunately it's a small group and we're building smaller facilities than we have now and fewer beds. Let me just give you a really fast example, at Sheltonham, we have about 119 kids there, today. We're building a 48 bed detention center there. And we're building a 48 bed treatment center there. When you think about it,

Copyright ©2008 Center for Emerging Media

Juvenile Justice

A Conversation with Secretary Donald Devore

these facilities that we're building have sort of like a shelf life of 30-40 years. We are building smaller than what we already have. And why are we doing that? We're doing that because I sincerely believe that by working with things like evidence based models, and our community providers that can demonstrate effectiveness in working with our kids through our local management boards, that we can dry down the numbers of kids that require that level of expensive care. But, public safety dictates that there is going to be, here in Baltimore City, and in Prince George's, Baltimore County, or Garrot county, there is going to be a certain percent of kids that commit such serious and horrific crimes that they need to be held for a period of time to evaluate them, take a look at them, and understand what their needs are and how we can respond to those.

Over the last 15 years of covering this issue-

Yes, and I know you've expressed your frustrations over this, you, yourself were a case manager at one time-

I worked in the juvenile justice system in the early '70s where there were just community programs and pre-trial programs for the most part. In talking to a bunch of civil advocates this morning- they were on the one hand all singing you praises as somebody who really wants to change the system, and saying exactly what you said about the \$200 million dollars you got in a year-

-Haha, I know that. They tell me that. Haha, and I defend it the same way I defended it to you.

So, let me coin a phrase that's not used yet, but it may become a phrase that we'll have to start coining that is, maybe you'll have to 'Alonzo it,' in the sense that I keep thinking that- and I had a long talk with him about this last week, we're gonna see him again, this week about how he cut hundreds of millions of dollars from the North Avenue staff to put it back in the schools. When I talked to one advocate this morning I said, what do you think it would take? And he said, well, I think you would have to take money away from inside the department of juvenile services and put it in community services instead. And we would structure it in such a radical way that that makes a radical change. If you don't do that, you don't change the assessment of the institution. And someone also said to me, you have to in a very large way -which is something I wrote on my blog in the beginning of the week- to bring in ex-offenders to be a critical component, and a large component in working in the facilities and working with kids, to have this relationship between teachers, counselors, therapists, and ex-offenders working with kids in these facilities. And unless you make a radical jump, well, all the stuff in the world is not gonna change.

Well, I would just say that I think in the last year we have done some very radical things and are gonna continue to. We've not expanded our administrative staff, as a matter of fact, it's smaller. Um you know, Marc, when you and I had our last conversation, I came on board March the 1st. And on January 22nd, Isaiah Simmons died at Bolton Brook, during a 3 hour restraint, and the system was in crisis, and I had 11 institutions that I was operating that were all at different levels of crisis. I have one now that's experiencing crisis. But throughout the entire state I had these facilities and we've demonstrated our

Juvenile Justice

A Conversation with Secretary Donald Devore

competence in terms of not only stabilizing those facilities and making those facilities I believe is going to become a national model for how to work with kids in small groups in a treatment setting. At Victor Collin, for the first time in the state, we now have a treatment center program for the kids to actually work with the trade unions in the state to work with kids that are there, to get real meaningful job skills, which is what kids want, they want to make money. When I was in Connecticut, one of the things we did was work with the painters and the glazers. It was a really short apprentice period where kids could earn \$32-35 an hour spray painting buildings, glazing, and working on that kind of stuff. Our treatment model there, I think, is very good. We plan to replicate that in some of the other facilities. While I am extremely committed, as I said, to working with out community service providers, but at the same time requiring them to demonstrate evidence of their effectiveness, in funding them and in expanding that- I'm committed to that. I think that and a lot of things that we have done have been very radical and have been very important to the state. The Baltimore City facility has several dimensions to it that we've been working on. First of all, you've probably read, that under my leadership, we have about 2,400 active cases in Baltimore City, right now. I committed to reviewing every one of those, to have a good understanding of what the nature and level of service was of every kid in Baltimore City. We did the first review of about 1,100 of those on the weekend, and I actually recruited volunteers from across the state that were our best case managers to come into Baltimore City and to look at those practices and to be able to make recommendations. During this week, we've been completing that review of those other 1,200-1,300 cases so that we can in fact develop a model of responsiveness to kids. There's no question that in Baltimore City it's needed that for over 30 years and did not have that kind of attention or leadership to the issue of case management. That's where it really happens- in the same way that it happens in the police department at the patrol level, and the involvement with the kids, and that initial decision that's made on whether to arrest a youth or not. It's in the same way in my Baltimore City case management office. Those folks have to be well trained, competent, reasonable case loads to be able to be responsive to kids. We also have instituted within the last year- we made a report to the governor on Tuesday night- Maryland's first inner institute of strategic planning effort. When you and I talked the last time, I told you this is something that we've hoped to do. It's something that we've accomplished within the last year. It brings together DHMH, DHR, DJS, and MSDE around the table to develop the first-

The Department of Environment, you're talking about?

Uh, MSDE, which did I say? DHR- Department of Human Resources. Brenda Donald's organization-

Right, right.

To come together to develop the first inner agency strategic plan for Maryland. A great majority of my kids that come into my system, as we discussed before, are kids that at an early age have experienced issues relating to child maltreatment. Being able to identify those kids and respond to that at an earlier point and be able to bring our services together for those four state agencies rather than being siloed in the way that have historically, I also believe is going to result in some great changes from the state.

Juvenile Justice

A Conversation with Secretary Donald Devore

So- keep going, because I know we're running out of time here, but there were a couple of things. So, if we go back for a second to the detention center here in Baltimore City-

Uh hm.

So what is your take on it and the time planned for making it a viable institution? How do you-

Six months.

And what happens in six months?

We do have a plan right now that we're in the process of implementing where we anticipate to see substantial changes made in six months. I have to tell you, that I don't share everyone's view that you may have talked to in terms of the institution and how it operates-

Uh hm.

There are a lot of staff at the justice center. I'm down there at least twice a week, and sometimes more frequently. I was twice down there already this week, including last night, for a reform committee that I personally chair that takes place during the evening. There are a lot of staff down there, Marc, that are extraordinary staff that do some amazing work with the kids. When I went to a kid's funeral yesterday, I went into an area that I think it not a particularly safe neighborhood.

Yep.

As soon as I got out of my car, I had a whole group of that staff that sort of wrapped themselves around me and you know, I felt very cared for and protected. I know that many of those people there- many people at the facility, many of them care for me in the same way that I do for them, and they believe that we are on the right track to reform. The fact that people didn't have the numbers of staff they needed- had no training at all, which we had put in place, and certainly didn't have support at my level, for the reforms we wanted to see there. I know they appreciate that, because I see that, every time that I'm down there. We will change this, but there are some things that need to happen, and maybe we can emphasize those, that need to happen over the next six months.

Oh, finish what you were saying.

Juvenile Justice

A Conversation with Secretary Donald Devore

Well, I was going to say that the first thing that needs to happen is a reduction in the population. And we need to do that through working with our community partners and working with the Baltimore City Police Department to make sure that we do that in a way that's appropriate and that provides for public safety, while at the same time, making sure that kids are served. I don't want to push kids out on the street just to reduce the population without seeing that they're receiving services.

And on that, another interesting critique I've had from being with you people for over a week, was that even though you have these community advisor board institutions every good thing has a critique in this world- the neighborhoods where the most children come from and are getting in trouble are parts of East Baltimore and Park Heights. So the question is, why we're not being pro active, going into these neighborhoods and hearing what the communities think they need as an assessment tool of what to do. And so maybe those are the places where if this group that you're pulling together is really going to work, creates pretrial counseling and community correction centers, some might have to be overnight facilities, some may be in those neighborhoods; so why don't you bring them together and see what they want to do, proactively?

Sure, sure. First of all, let me just say, as you were leaving our office was Dr. Washington.

Yep.

She is the chairperson for our community advisory board, for the juvenile justice center. I would ask you to speak with her, that's an extraordinarily diverse group of people that come from the exact neighborhoods you're talking about. This includes people- many of whom, themselves, have experienced difficulties when they were kids. So, we have them- that are participating on those groups, they are people of color, they are, you know, diverse groups of people that represent all different neighborhoods throughout the city, and they have been contributing to this process of reform at the juvenile justice center, that was part of the discussion that we just had before you came in.

It'll be interesting for the citizens of the state to hear, I'm sure you hear a lot of proposals, but here's an idea: supposing we had a- since we have the availability now and the EAA, supposing we had a close, and I mean closed- I'm just going to through this out there, a closed town meeting with you, the other secretaries, some of the advocates and community people in a closed setting. And it's small enough to have a discussion about the future and your plans that would not necessarily be a screaming, shouting match because you'd have a group of people in that room who all want the same thing. And it could be an interesting dialogue for the community-

Well let me just say that we've been doing that throughout the last year. We've had as part of the inner agency of strategic plan, we've had sponsored throughout this state, exactly what you're talking about, community forums. Our partner in that was the Innovation Institution, it's part of the University of Maryland, part of the Institute for Strategic Plan. And the secretaries, including myself, have been going throughout the entire state to listen to community forums speak directly to groups of kids, groups of parents, and groups of providers. And we're breaking it down in that order to listen to them to provide

Juvenile Justice

A Conversation with Secretary Donald Devore

feedback about what they think is important and what's effective and what the needs are in the state. I've had my ears very, very wide open to people and to their opinions during this last year. The only difference that we've experienced, and I'm trying to be very open about this, has been where to put the money first. I think we need to do it in things like compacts that give the counties greater responsibilities over the kids in their counties through business models that provide incentives for treating kids right and getting the right kind of outcomes that we're looking for. But I also believe, you know I've come into this state any number of times over the last 15 years, as a consultant or someone with the department of justice to go into the facilities like Sheltonham and Hickey, and I've observed some really horrific conditions there. I was on the team that shut down Sheltonham on Friday night, with the Youth Law Center, because the conditions there were so bad. Programmatically, we're doing excellent at those facilities, and I would welcome you at any time to make an unannounced inspection and visit to those facilities and talk to the kids in groups without me or any of my staff there and see how they are doing, at any time you'd like to. But what we don't have is visible facilities to match up to some of the more progressive, programmatic things that we are doing for the kids. And we need those physical facilities. I really believe that the department has a role. And the department's role is to deal with the kids that nobody else is willing to deal with, or are capable of dealing with. And those are the kids that are at the deep end of our system, kids like Keith. And for those kids, I want when a kid walks into the door, it's not good enough to tell them that you care about them and put them into a room that's 60 or 70 years old, with the old, you know, gothic type of hardware on it, and you know, asbestosis tile floors that may still smell from urine. It's supposed to be like Western Maryland Children's Center or Eastern Maryland Children's Center, that these be modernized facilities that are reflective of the care and concern that we have for them. And I'm very committed to replacing those facilities.

So finally, do you think that the facility you have here in downtown Baltimore needs to be shut down, closed down, torn down, and start all over, so that it looks like how the other ones are?

Yeah. I believe that it needs dramatic architectural changes. So we have to go one of two directions, being honest. If we need to complete this assessment and really understand how many kids represent that percentage, based on our instrument, which I'll be happy to provide to you, that needs secure detention. -If that's the number of kids that are present which is about 130 kids, today, or so, then we need to do some massive expansion, there. If that instrument demonstrates to us, and I'm hoping it will, that it's a much lesser number than that, maybe in the range of 80 or so, which is where I think it should be, then we still need to make some renovations, but that wouldn't require us to expand beyond the present core of the facility. We could simply close down some units to provide additional recreational and educational classroom space for the kids. I promise you, we will get there, very shortly. And we'll do it in a way of engagement with other people, not in a process of isolation.

Don, I want to thank you so much. It's been great to talk to you, and I'll see you again soon, I hope.

I hope so.

You're listening to a production of the Center for Emerging Media. Our producers are Justin Levy and Jessica Philips. Thanks to Clean Cuts Music and Sound Design for studio space. To hear more and learn more, visit us on the web at www.centerforemergingmedia.com. And for the Center for Emerging Media, I'm Marc Steiner. Take care.

Copyright ©2008 Center for Emerging Media

Juvenile Justice

A Conversation with Secretary Donald Devore

-transcript by Amy Hecht-Zizes