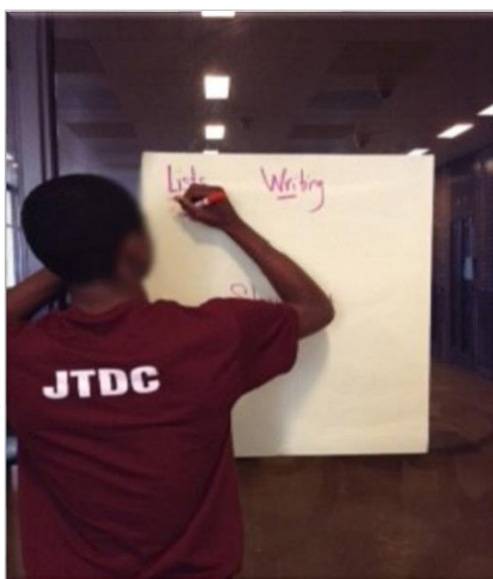


Juvenile Temporary Detention Center Strategic Plan 2017-2020



It is easier to build strong children than to repair broken men.

Frederick Douglass

Timothy C. Evans
Chief Judge
Circuit Court of Cook County

Leonard B. Dixon
Superintendent
JTDC

“I’ve learned that you create your own destiny.”

JTDC Resident



***“The JTDC taught me don’t let how you feel control
what you do.”***

JTDC Resident

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JTDC MISSION

The JTDC Community provides a safe and secure environment that offers the highest quality of integrated services where youth are challenged to make positive changes

JTDC VISION

JTDC leads the nation in setting juvenile detention best practices.

CORE VALUES

Community, family, and youth centered approaches

Evidence-based delinquency assessment and treatment

Individualized and integrated services

Inclusive collaboration among agencies and communities

Strong connection with higher education to promote research and workforce development

Statewide data collection and analysis that promotes measurable outcomes and information sharing.



CIRCUIT COURT OF COOK COUNTY CHIEF JUDGE TIMOTHY C. EVANS

Committee on the Transition of the Juvenile Temporary Detention Center



In September of 2014 Chief Judge Timothy C. Evans established the Circuit Court of Cook County Committee on the Transition of the Juvenile Temporary Detention Center (JTDC). Chief Judge Evans charged the Committee with three responsibilities:

- ✚ To recommend a list of finalists from among 45 individuals who applied for the position of Executive Director (Superintendent) of the JTDC,
- ✚ To assist in the transition of the leadership to the new Superintendent, Leonard B. Dixon, and
- ✚ To produce an objective report on the progress and operational challenges for the JTDC.

“Our children deserve the best and the brightest individual as the next Executive Director of the JTDC so I have asked those who are among the best and the brightest in their respective fields to spearhead the selection process,” said Chief Judge Evans. He handpicked an exemplary committee and noted, “Each member of the committee has a distinguished history as a progressive thinker committed to justice and reform. I have full confidence in the members’ abilities to provide guidance that will best serve the children and the mission of the juvenile court system.”¹

Since the appointment of the Transition Committee in 2014, tremendous strides have been made under the direction of Beverly Butler, Ed.D., M.A, Special Assistant to the Office of the Chief Judge. She served as the taskmaster and distributed the work to subcommittees (Legal, Health, Organizational/Programs and Education) who worked diligently, reviewed countless reports, observed on-site operations, met with local and national experts and published reports. The Transition Committee’s work was invaluable to the development of this JTDC Strategic Plan.

The work of the following committees formed the basis for the JTDC Strategic Plan:

- ✚ Organizational/Programs Committee

¹ PRESS RELEASE *Chief Judge Evans names blue ribbon committee to help him select new director for juvenile detention center, 9/10/2014*

- ✚ Education Committee
- ✚ Health Committee
- ✚ Legal and Budget Committee

The JTDC Executive Team and management personnel found each of the committee's reports comprehensive and set the stage for this Strategic Plan. Superintendent Dixon with the JTDC Executive Team thank the following Committee members for their dedication and leadership:

Carl C. Bell, M.D.
Beverly J. Butler, Ed.D., M.A.
Reverend Leon Finney, Th.D.
Honorable Sophia Hall, J.D.
Marisel A. Hernandez, J.D., M.A.
James D. Montgomery, Sr. J.D.
Michael J. Rohan, M.S., M.A.
Bryan H. Samuels, M.P.P.
Honorable Larry Suffredin, J.D.
Paula Wolff, Ph.D.

Honorable Richard R. Boykin, J.D.
Frances G. Carroll, Ed.D
Eugene Griffin, J.D., Ph.D.
Edward Harrison, M.A.
Samuel V. Jones, J.D.
Barbara Radner, Ph.D.
Sister Catherine M. Ryan, O.S.F.,J.D.
Robert Starks, M.A.
Honorable Michael P. Toomin



Superintendent's Message



Franklin Delano Roosevelt stated it well, “We cannot always build a future for our youth, but we can build our youth for the future.” To build “our youth for the future,” the Juvenile Temporary Detention Center (JTDC) Executive Team presents this strategic plan for 2017-2020.

I took the helm as the Superintendent of the Juvenile Temporary Detention Center (JTDC) in May of 2015. From day one, I began my observation and evaluation at JTDC. I did not make any sudden moves or sweep away previous practices. Sitting down with staff, I listened to their ideas about what needed to be done. I worked hard to establish open and transparent communication channels. I decided that a “deep dive” review of the facility would offer a perspective of the current status and needs at JTDC. With assistance from the Annie E. Casey Foundation, JTDC partnered with the Center for Children’s Law and Policy to conduct a comprehensive review of the JTDC.

I also recognized that JTDC personnel needed to look at ways to reduce the level of physical aggression of both youth on staff and youth on youth assaults. I brought my expertise from former positions, stayed current with developments on a national and state level in juvenile justice and solidified my team here. My philosophy for juvenile justice in a detention setting is aligned with the goals of the 1974 Juvenile Justice and Delinquency Prevention Act. I believe administration must feel the pulse of the facility by being present, flexible and visible on all shifts both during the traditional work week, holidays and weekends. JTDC works to set kids up for long-term success, prioritize what works and improve accountability and oversight.

A bit of the JTDC background:

- Starting in 1899, juvenile justice reforms by the women of the Chicago Hull House and the men of the Chicago Bar Association prompted the need to establish a place to hold children awaiting their first court appearance.
- Initially, boys were held in a cottage and stable at 233 Honore Street, and girls were housed at an annex of the Harrison Street Police Station. Within 2 years, a Detention Home was built and operated by Juvenile Court Committee (JCC) with the city and county.
- In 1907, the three story Chicago Juvenile Court building (later renamed Audy Home for Children) in Chicago was the first of its kind in the nation and provided detention housing for 53 delinquent boys and housing for 50 dependent boys and girls.
- In 1973, a five-story facility was completed and named the Cook County Juvenile Temporary Detention Center (JTDC)².
- In 1999, ACLU filed a class action lawsuit, *Doe v. Cook County*, No. 99 C 3945, regarding inadequate conditions of confinement at the JTDC. Cook County entered into a settlement agreement in the lawsuit.
- In 2007, the Illinois Legislature passed Public Act 095-0194 transferring administrative control of the JTDC from the Cook County Board to the Chief Judge of the Circuit Court of Cook County, effective January 1, 2008.

² <http://www.encyclopedia.chicagohistory.org/pages/90.html>

- On August 14, 2007 the United States District Court for the Northern District of Illinois appointed a Transitional Administrator (TA) to bring the JTDC into compliance with court orders and transition the administrative and operational authority to the Circuit Court of Cook County - Office of the Chief Judge.
- In September 2015, full administrative control of the JTDC transferred to the Office of the Chief Judge.

Since May of 2015, the JTDC Executive Team has worked intensely to develop goals within the respective departments. Cooperation with public, private, and community groups has been invaluable. JTDC personnel collaborated with the Nancy B. Jefferson (NBJ) Alternative School; The Isaac Ray Center, Inc.; Cermak Medical Services; Illinois Department of Children and Family Services; private foundations; religious groups; community organizations; law enforcement; Cook County Sheriff's Office; Illinois Department of Juvenile Justice; Cook County Juvenile Probation and the Honorable Timothy C. Evans' Transition Committee. The JTDC Strategic Plan comports with statutory and governmental regulations for juvenile detention facilities, incorporates the goals set by the JTDC Executive Team and includes the recommendations from the Chief Judge's Transition Team subcommittees.

The JTDC Leadership Team embraces the core standards of the Juvenile Detention Alternatives Initiative (JDAI) published in 2014 by the Casey Foundation. These standards provide guidance for local jurisdictions to assess conditions, policies and practices in detention centers and are considered the "best practice" standards. JDAI organized the standards into eight categories that cover all major areas of a facility's operations and form the acronym CHAPTERS:

- Classification and intake;
- Health and mental health services;
- Access to family and counsel through mail, telephone, and visitation;
- Programming, including education, special education, exercise, and religious services;
- Training and supervision of staff;
- Environment, including issues related to sanitation and the physical plant;
- Restraints, isolation, room confinement, due process in discipline, and grievances; and
- Safety of youth and staff in the facility.

Our goal is to protect all youth and improve their lives while they are in JTDC custody. JTDC is on the right path. The Strategic Plan ensures that JTDC will stay on the right path and do the right thing for our youth. My staff and I appreciate all the work of Chief Judge Timothy C. Evans' Transition Team and Dr. Beverly Butler for their recommendations that guided our work.

Sincerely,



Leonard B. Dixon
Superintendent

Statutory Authority, Laws, Administrative Regulations and Professional Standards

- Federal Juvenile Justice Delinquency Prevention Act
- Casey Foundation 2014 Juvenile Detention Alternative Initiative (JDAI) Standards
- Illinois Criminal Justice Information Authority
- Abused and Neglected Child Reporting Act of 1975 325 ILCS 5/4
- Illinois Juvenile Court Act of 1987
- Prison Rape Elimination Act of 2003 (PREA)
- Title 20: Corrections, Criminal Justice, and Law Enforcement, Chapter I: Department of Corrections, Subchapter f: County Standards, Part 702 County Juvenile Detention Standards
- Performance-based Standards

Professional Affiliations

- National Commission on Correctional Health Care
- American Correctional Association
- The Center for Children’s Law and Policy (CCLP)
- Youth Law Center (YLC)
- Illinois Department of Juvenile Justice
- National Center for Juvenile Justice
- National Partnership for Juvenile Services

JTDC Executive Team

Diane McGhee, Deputy Superintendent

Jeanette Scroggins, Chief of Staff

Zenaida Alonzo, General Counsel

William Kern, Deputy Executive Director, Resident Advocacy and Quality of Life

Philippe Magloire, Deputy Executive Director, Programs and Professional Services

Millicent McCoy, Deputy Executive Director, Admissions, Security and Control

William Steward, Deputy Executive Director, Resident Daily Life

Beryl Shingles, Principal, Nancy B. Jefferson School

Brian Conant, Director of Mental Health Programs, The Isaac Ray Center

Ngozi Ezike, Medical Director, Cermak Health Services

Josie Mabalay, Program Director, Cermak Health Services



Purpose of the JTDC Strategic Plan

The goal for the JTDC Strategic Plan is to improve outcomes for the youth housed at the JTDC. “Adolescence is a distinct, yet transient, period of development between childhood and adulthood characterized by increased experimentation and risk-taking, a tendency to discount long-term consequences, and heightened sensitivity to peers and other social influences.”³ With exceedingly few exceptions, adolescent offenders (even serious offenders) who experience secure confinement will return to society while still relatively young but at a considerable disadvantage for success as an adult. Given this, it is in society’s interest to reduce the likelihood of continued offending by providing developmentally appropriate interventions that are rooted in what is known about adolescent development (Biglan et al., 2004; Farrington and Welsh, 2007). Forestalling future crime and building developmental strengths for offenders makes more sense in the long run than handicapping offenders by removing them from society in harsh environments and forestalling positive development in the process.⁴

Juvenile justice in this country as a whole, and closer to home in Cook County, needs systemic change. True reform will require that we, as responsible community leaders:

- ✚ Keep kids out of detention
- ✚ Implement status offense reform
- ✚ Apply Balanced and Restorative Justice Principles throughout the juvenile justice system
- ✚ Eliminate economic disparity
- ✚ Eliminate implicit bias that is rampant in the juvenile justice arena
- ✚ Provide racial and ethnic fairness
- ✚ Seek improvement in the administration of juvenile justice and the provision of resources for the treatment of persons subject to the jurisdiction of the juvenile court.⁵
- ✚ Establish community-based alternatives with evidence based practices
- ✚ Provide service for dual status youth
- ✚ Recommend bail bond system for juveniles
 - ✓ Apply adult bonds to juveniles
 - ✓ Establish a committee to review other state’s use of bonds in juvenile court
- ✚ Engage in action network collaborations, resource center partnerships and federal collaborations⁶
- ✚ Advocate for the U. S. Constitution 6th Amendment Right to a speedy and public trial
- ✚ Adequately fund juvenile indigent defense to ensure all youth have meaningful access to legal counsel

³Reforming Juvenile Justice: A Developmental Approach (2013), Richard J. Bonnie, Robert L. Johnson, Betty M. Cermers, and Julie A. Schuck, Editors; Committee on Assessing Juvenile Justice Reform; Committee on Law and Justice; Division of Behavioral and Social Services and Education; National Research Council

⁴ Ibid.

⁵ Illinois An Assessment of Access to Counsel & Quality of Representation in Delinquency Proceedings by the Children and Family Justice Center, Bluhm Legal Clinic, Northwestern University School of Law, and the National Juvenile Defender Center, Fall 2007

⁶ Models for Change



GOAL 1: APPROPRIATE CLASSIFICATION AND INTAKE



**Leonard B. Dixon,
Superintendent**



**Diane McGhee,
Deputy Superintendent**

1. Classification and Intake

- 1.1 Continue with comprehensive intake that addresses
 - Proper detention screening from the Court Probation Department
 - Mental Health Assessments that include an evaluation of trauma history, Fetal Alcohol Syndrome and Fetal Alcohol Syndrome Effects and healthy, positive, strength-based development
 - JTDC medical review
 - Separation of males and females
 - Lawful searches
 - Separation of youth after processing
 - Staff observation for physical problems
 - Urinalysis
- 1.2 Review all policies regarding program decisions for special populations (limited English proficient youth, youth with physical or intellectual disabilities, youth at risk of sexual victimization, youth at risk of victimizing other youth, and youth who are actually or who are perceived to be lesbian, gay, bisexual, transgender or gender non-conforming, questioning or intersex).
- 1.3 Complete PREA audit
 - 1.3.1 Educate youth about sexual misconduct, prevention and response at intake
 - 1.3.2 Complete education session regarding sexual misconduct within ten days of Admission
- 1.4 Execute new information sharing agreement and protocols with Probation and Juvenile Court Clinic.
 - 1.4.1 Finalize information sharing agreement
 - 1.4.2 Finalize mental health information sharing protocols
 - 1.4.3 Train staff on use of the probation database system
 - 1.4.4 Have “meet and greet” meeting with Probation and Court Clinic in March 2016

- 1.4.5 Have information sharing training with Probation and Court Clinic in late March 2016
- 1.4.6 Revise protocols as needed after 3 month trial period
- 1.4.7 Meet with the information sharing workgroup on June 10, 2016 to review progress
- 1.5 Review agency agreements (Chicago Police Department and Cook County Sheriff's Office) to determine if the needs of the facility are being met.
 - 1.5.1 Review current Memorandums of Understanding and letters of agreement which govern sharing of records
 - 1.5.2 Prepare a status report regarding the initiatives of the community-based and faith-based initiatives for the Superintendent that summarizes the objectives, frequency of meeting, and a list of participating agencies and/or individuals
 - 1.5.3 Complete an annual review of the effectiveness of interagency collaboration that promotes the continuity of care model between court and community agencies/organizations
- 1.6 Continue the exchange of data reports between JTDC and Probation for court-involved minors on admissions, releases and diversions.
 - 1.6.1 Continue the multi-disciplinary committee to review cases and protocols

GOAL 2: COMPREHENSIVE HEALTH AND MENTAL HEALTH



**Brian Conant, Director, Mental Health Services
and Dr. Ngozi Ezike, Director, Medical Services**



**Josie Mabalay
Program Director, Medical**

2. **H**Health and Mental Health

- 2.1 Support a rehabilitation model that has a short-term and long-term healthcare approach.
 - 2.1.1 Focus the short-term model on youth screening, assessment, crisis intervention, stabilization, and community linkage
 - 2.1.2 Design the long-term model to incorporate the short-term model and add longer-term medical and behavioral health treatment
- 2.2 Develop Mental Health Segment of Cerner Electronic Medical Records (EMR) specific to the JTDC
 - 2.2.1 Current state review
 - 2.2.2 Future state review (develop forms, documents, etc. to be used in the Cerner system)
 - 2.2.3 Continuous assessment and resolution of risks
 - 2.2.4 Finalize interagency agreement between JTDC and Cook County Health and Hospital Systems
 - 2.2.5 Future state validation
 - 2.2.6 Hardware (computers for MH offices)
 - 2.2.7 Maintenance training
 - 2.2.8 Integration testing
 - 2.2.9 End user training
 - 2.2.10 Go live
- 2.3 Include new National Commission on Correctional Health Care (NCCHC) standards, protocols for new information sharing agreement and Cerner EMR in policy review
 - 2.3.1 Assign sections of the health policies to subject matter experts (SME's)
 - 2.3.2 Update assigned sections of the health policies by incorporating the changes indicated in the 2015 NCCHC standards
 - 2.3.3 Review the revised policy with Cermak Leadership Team

- 2.3.4 Update associated JTDC policy
- 2.3.5 Submit for appropriate approvals and signatures
- 2.4 Submit corrective actions required by NCCHC to maintain accreditation
 - 2.4.1 Provide in-service and training to providers regarding adherence to the chronic disease protocols
 - 2.4.2 Perform a process study that demonstrates protocols are followed by the clinicians
 - 2.4.3 Develop, approve and implement Intoxication and Withdrawal protocols consistent with nationally accepted guidelines
 - 2.4.4 Provide in-service and training to providers and nurses on intoxication and withdrawal protocols
 - 2.4.5 Submit documentation to NCCHC by May 16, 2016
- 2.5 Tailor Cerner Electronic Medical Records (EMR) to JTDC and implement EMR
- 2.6 Review protocol for medication distribution
 - 2.6.1 Review medication distribution sites
 - 2.6.2 Review medication supplier for alternative packaging
- 2.7 Streamline transportation of automatic transfer youth to medical appointments outside of JTDC
 - 2.7.1 Review current protocol
 - 2.7.2 Establish protocol with the Cook County Sheriff Department
- 2.8 Integrate concepts of the Trauma-Informed Care Approach in JTDC philosophy and policies

GOAL 3: APPROPRIATE COMMUNITY ACCESS

3. Access

- 3.1 Increase the number of external programs that provide positive motivation to residents of the JTDC.
 - 3.1.1 Work with the faith-based community to increase faith-based programs
 - 3.1.2 Work with the Chicago arts community to increase arts programming for residents
 - 3.1.3 Work with community-based organizations to provide additional gender-responsive programming

- 3.2 Increase parental involvement with JTDC residents
 - 3.2.1 Develop and distribute Parent/Guardian Handbook
 - 3.2.2 Implement new JTDC Casework protocol for caseworker outreach to parents
 - 3.2.3 Encourage family engagement

 - 3.2.4 Work with families on transition plans and connections to appropriate community resources upon release
 - 3.2.5 Distribute parent surveys and review the parent responses
 - 3.2.6 Consider avenues for parents to be involved in JTDC review
 - 3.2.7 Establish a Parent Suggestion Box

- 3.3 Strengthen the release planning for JTDC
 - 3.3.1 Ensure school materials are transferred to appropriate school
 - 3.3.2 Work with parents as partners in the release plan
 - 3.3.3 Include mental health referrals to appropriate community based programs for youth releases

- 3.4 Provide smoother transitions out of juvenile justice
 - 3.4.1 Engage educators, reentry, family engagement and community based services



Pre-Apprentice Painting Program: Collaborative effort between Facilities Management, Painters District Council #14, and the JTDC.

GOAL 4: EFFECTIVE AND EVIDENCE-BASED PROGRAMMING



William Steward, DED of RDL



Beryl Shingles,
Principal, Nancy B. Jefferson

4. **P**rogramming

- 4.1 Implement Thinking Maps Instructional Strategies to provide students with a structured process to: be aware of their thinking skills that drive their learning; to give them explicit pathways for thinking about their thinking and to improve their overall academic progress.
 - 4.1.1 Identify Thinking Map team
 - 4.1.2 Secure Thinking Map training for team
 - 4.1.3 Purchase resources for teaching staff
 - 4.1.4 Develop and implement professional learning cycles
 - 4.1.5 Monitor teachers and students progress
 - 4.1.6 Make necessary adjustments
- 4.2 Provide online credit recovery classes for long-term students
 - 4.2.1 Identify credit recovery coordinator
 - 4.2.2 Identify students in pods who are eligible to complete credit recovery classes
 - 4.2.3 Identify teachers
 - 4.2.4 Meet with JTDC staff to develop schedule and approval for student participation
 - 4.2.5 Implement online credit recovery classes
 - 4.2.6 Evaluate effectiveness of program and make necessary adjustments
- 4.3 Develop shared behavior management system with Chicago Public Schools that includes effective classroom environment practices and safety measures, and participate in joint training with JTDC staff
 - 4.3.1 Meet with Chicago Public School representation and JTDC staff to discuss behavior management systems used by both entities
 - 4.3.2 Develop a shared system to institute school-wide
 - 4.3.3 Develop a shared incentive system
 - 4.3.4 Jointly identify outcomes to measure effectiveness of the classroom environment;
 - 4.3.5 Establish a joint training program and schedule
 - 4.3.6 Implement joint classroom management program
- 4.3.7 Evaluate effectiveness of behavior management program and make necessary adjustments

- 4.4 Open JTDC's state licensed Barber College "S.T.A.R." (Standing Tall Against Recidivism) for residents
- 4.5 Increase space for recreational activities
 - 4.5.1 Submit RFP
 - 4.5.2 Award contract
 - 4.5.3 Provide security clearance for contractors
- 4.6 Enhance casework model at JTDC
 - 4.6.1 Include protective factors in the casework model
 - 4.6.2 Include family members in discharge planning for youth
- 4.7 Organize a career-connected modular curriculum
- 4.8 Structure curriculum for automatic transfers to align with GED requirements
- 4.9 Integrate technology into the academic programs in instruction and extended learning
- 4.10 Investigate extended learning opportunities
- 4.11 Review school performance based on American Correction Association standards
- 4.12 Perform periodic assessments on long-term residents
 - 4.12.1 Administer functional screenings every six months
 - 4.12.2 Administer functional screenings at discharge
- 4.13 Increase the number of external programs that provide positive motivation to residents of the JTDC
 - 4.13.1 Work with the faith-based community to increase faith-based programs
 - 4.13.2 Work with the Chicago arts community to increase arts programming for residents
 - 4.13.3 Work with community-based organizations to provide additional gender-responsive programming
- 4.14 Improve program input and planning
 - 4.14.1 Include the views and expertise of knowledgeable stakeholders
 - 4.14.2 Meet with stakeholders who are knowledgeable and active in juvenile justice and delinquency.
- 4.15 Address the unique needs of vulnerable youth
 - 4.15.1 Identify alternatives to detention
 - 4.15.2 Screen youth for human trafficking victimization
 - 4.15.3 Accommodate pregnant youth

GOAL 5: PROVIDE COMPETENT TRAINING AND SUPERVISION



William Kern, DED of RAQL



Philippe Magloire, DED of PPS

5. **T**raining and Supervision of Staff

- 5.1 Ensure comprehensive background checks that align with PREA standards for all staff, volunteers and contractors
- 5.2 Incorporate new staff training topics to align with PREA and other evidence based initiatives
- 5.3 Increase the number of de-escalation trainings to JTDC staff
 - 5.3.1 Provide additional de-escalation trainings to direct care staff during in-service training
- 5.4 Implement new Learning Management System (LMS)
 - 5.4.1 Provide training on new LMS
 - 5.4.2 Input training data for all JTDC staff on to LMS
- 5.5 Enhance accountability for staff
 - 5.5.1 Develop employee discipline process
 - 5.5.2 Train management
 - 5.5.3 Implement process
- 5.6 Implement internal recruiting strategy
 - 5.6.1 Solidify and obtain JTDC's executive team's approval of recruiting plan
 - 5.6.2 Obtain approval of the recruiting plan from the Office of the Chief Judge
 - 5.6.3 Eliminate CareerBuilder's contract
- 5.7 Develop and implement HR related polices
 - 5.7.1 Update FMLA policy
 - 5.7.2 Create acting agreement policy for non-union staff
 - 5.7.3 Create personal leave policy for non-union staff
 - 5.7.4 Create administrative leave policy
 - 5.7.5 Create job descriptions for all JTDC positions
 - 5.7.6 Create Standard Operating Procedure Manual

- 5.8 Train all staff (administration, clinicians, case managers, educators and line staff) on adolescent development, Fetal Alcohol Syndrome, Trauma-Informed care and Racial and Ethnic Equity
- 5.9 Implement new performance management system
 - 5.9.1 Update performance review tool
 - 5.9.2 Develop monitoring strategy to ensure timely completion and submission
 - 5.9.3 Update performance management policy
- 5.10 Review and enhance Employee Assistance Programs (EAP) to ensure accessibility and relevance
 - 5.10.1 Evaluate if the EAP programs include secondary trauma issues
- 5.11 Provide cross-training with collaborative agencies
- 5.12 Continue shared professional development with Chicago Public School (CPS) and JTDC staff
 - 5.12.1 Survey CPS and JTDC staff for areas of professional development needed
- 5.13 Evaluate possibility of expanding JTDC training to other partners (i.e., Public Defenders, Assistant State's Attorneys, Probation Staff and judicial personnel)
 - 5.13.1 Research possibilities of JTDC Learning Management System
 - 5.13.2 Create a joint training initiative committee
 - 5.13.3 Ensure training topics are prioritized based on evidenced based principles (i.e., Fetal Alcohol Syndrome, Trauma-Informed care, Human Resources Fundamentals, Racial and Ethnic Equity, Overview of Department Functions)
 - 5.13.4 Initiate outreach to community-based agencies and organizations to examine feasibility of shared training resources
- 5.14 Provide training in human, technological and conceptual skills
 - 5.14.1 Sponsor a 12-month series of trainings focused on developing and enhancing skills for effective supervision and leadership
 - 5.14.2 Ensure 100% of management staff complete the Leadership Institute
- 5.15 Ensure JTDC is in full compliance with Administrative Office of the Illinois Courts (AOIC) annual training requirements.
- 5.16 Increase employee retention at JTDC
 - 5.16.1 Increase employee recognition programs
 - 5.16.2 Evaluate overwork and mandation for employees
 - 5.16.3 Provide opportunities for professional growth for employees

GOAL 6: MAINTAIN SAFE, SECURE ENVIRONMENT



Millicent McCoy, DED of ASC

6. **Environment**

- 6.1 Ensure emergency preparedness based on Homeland Security guidelines
- 6.2 Develop Health and Safety Committee to enhance sanitation plans and fire safety
- 6.3 Ensure all food is of consistent quality, prepared using sound culinary principles, following standardized recipes, and the new National School Lunch Program Guidelines, and utilizing prescribed sanitation standards
 - 6.3.1 Provide training to staff on the new sodium restricted guidelines
 - 6.3.2 Initiate sodium-restricted guidelines into the menu prior to 2017
 - 6.3.3 Introduce Cooks to different recipes and methods of seasonings that will enhance flavor and maintain an acceptable taste
- 6.4 Ensure scores from the Health department meet or exceed 90 with no red violations in the kitchen
 - 6.4.1 Installation of new floor
 - 6.4.2 Ensure staff receives yearly training on sanitation
 - 6.4.3 Ensure staff continues to keep department clean and items properly store



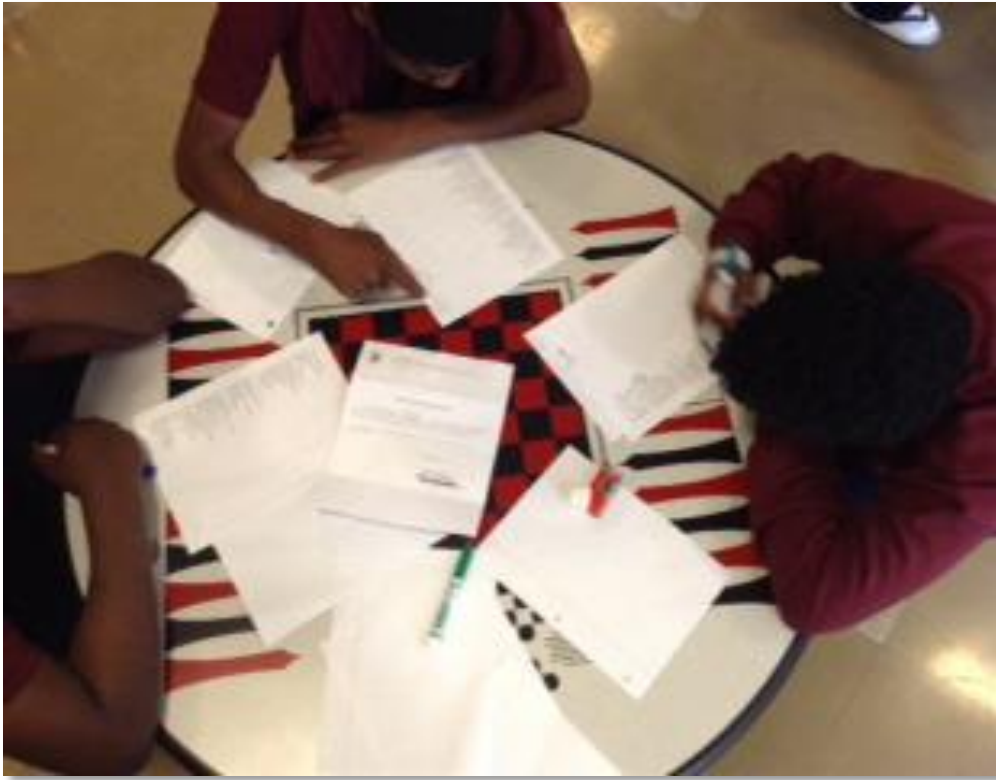
Karma Garden: The Karma Garden teaches youth gardening skills while planting the seeds for positive change in their lives.

Karma Garden Mural: Led by local artists, residents plan and create a mural located in the JTDC yard. Work on the mural is integrated into the resident's milieu.

GOAL 7: COMPLY WITH CONSTITUTIONAL MANDATES FOR RESTRAINTS, ROOM CONFINEMENT, DUE PROCESS AND YOUTH GRIEVANCES

7. Restraints, room confinements, due process and grievances

- 7.1 Ensure that room confinement is only used for a temporary response to behavior that threatens immediate harm to a youth or others
- 7.2 Reduce the use of confinement
 - 7.2.1 Provide additional de-escalation training, inclusive of line staff and management
 - 7.2.2 Develop a new case management system that targets problem behaviors.
 - 7.2.3 Provide more programming, including more family and community engagement
 - 7.2.4 Standardize behavior management system
 - 7.2.5 Achieve a 2% reduction in the use of confinement
- 7.3 Effectively utilize the Guardian Technology and Resident Management Information System (RMIS)
 - 7.3.1 Train staff subject matter experts (SME) for each JTDC Center
 - 7.3.2 Develop a training schedule and execute training for each center with 100% of staff able to effectively use Guardian and RMIS systems
- 7.4 Implement program to reduce the physical aggression by facility residents
 - 7.4.1 Create a step-down unit
 - 7.4.2 Convene Multidisciplinary Team meetings to ensure appropriate facility responses and treatment
 - 7.4.3 Increase opportunities for staff-youth activities
 - 7.4.4 Provide additional training to staff on de-escalation techniques
 - 7.4.5 Collaborate with family and community stakeholders to enhance prevention initiatives in the community and in the facility
 - 7.4.6 Collaborate with community based organizations and faith based organizations to conduct pro social programs at the JTDC (i.e., Adopt-A-Pod, educational programs, transitional programs).



“We cannot always build a future for our youth, but we can build our youth for the future.”
Franklin Delano Roosevelt

GOAL 8: MAINTAIN A SAFE AND SECURE FACILITY



Jeanette Scroggins, Chief of Staff



Zenaida Alonzo, General Counsel

8. **S**afety

- 8.1 Provide updated training on the investigative techniques to staff
 - 8.1.1 Enroll staff in training classes
 - 8.1.2 Work with Chicago Police Department/Drug Enforcement Agency/Federal Bureau of Investigation to provide training from their Internal Affairs Unit
- 8.2 Implementation of the Guardian System
 - 8.2.1 Host system on cloud
 - 8.2.2 Secure and configure additional handheld units
- 8.3 Develop comprehensive Emergency Plans for the facility
 - 8.3.1 Review current plans
 - 8.3.2 Identify plan in need of revision
 - 8.3.3 Schedule meetings with Deputy Executive Directors to discuss gaps in plans
 - 8.3.4 Develop a working committee of subject matter experts (internal and external)
 - 8.3.5 Compose comprehensive documents
- 8.4 Institute Systems Checks within the Facility
 - 8.4.1 Discuss system check procedures with Deputy Superintendent to secure approval to process
 - 8.4.2 Create yearly calendar for systems checks
 - 8.4.3 Go over process with the SICs during monthly meeting
 - 8.4.5 Create forms to report findings
 - 8.4.6 Create standard operating procedures for systems
 - 8.4.7 Check QA & monitor the process

- 8.5 Implement new Resident Management Information System (RMIS) for Office of Professional Responsibility (OPR) usage
 - 8.5.1 Train OPR staff on RMIS usage
 - 8.5.2 Work with department to discern the appropriate information to be entered into RMIS for investigations
 - 8.5.3 Develop secure access to investigative reports for Superintendent and designated individuals external to OPR

- 8.6 Continue to evaluate the facility in compliance with ACA Standards, Casey Foundation recommendations and Illinois state standards

References

- Cook County Temporary Juvenile Detention Center Transition Team Executive Committee
- Committee on the Transition of the Juvenile Temporary Detention Center
 - Organizational/Programs Committee
 - Education Committee
 - Health Committee
 - Legal and Budget Committee
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- “Youth Incarceration Sees Dramatic Drop in United States,” Posted February 27, 2013 by the Annie E. Casey Foundation. Retrieved on 8/31/2016 at www.aecf.org/blog/youth-incarceration-sees-dramatic-drop-in-the-united-states/
- Highlights of Committee Reports Supporting Next Steps (Presented to Superintendent Dixon on 9/1/2016)
- Juvenile Detention Alternatives Initiatives (JDAI) Standards
- Reforming Juvenile Justice: A Developmental Approach (2013), Richard J. Bonnie, Robert L. Johnson, Betty M. Cermers, and Julie A. Schuck, Editors; Committee on Assessing Juvenile Justice Reform; Committee on Law and Justice; Division of Behavioral and Social Services and Education; National Research Council
- Illinois An Assessment of Access to Counsel & Quality of Representation in Delinquency Proceedings by the Children and Family Justice Center, Bluhm Legal Clinic, Northwestern University School of Law, and the National Juvenile Defender Center, Fall 2007
- Models for Change found at www.modelsforchange.net

