

Harris County Juvenile Probation Department  
1988 Annual Report

Focus:  
Drugs and the Child in Trouble



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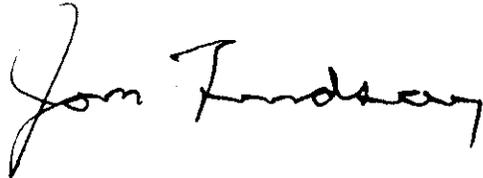
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## To the Citizens of Harris County

Like all other urban areas in this country, Harris County is fighting for its children's future in the war against drugs. Whether we win will depend upon the depth of our resolve.

In a 1988 community-wide commitment to win this battle, leaders from city and county government, private industry, churches and civic organizations launched a united initiative known as **Houston Crackdown**. The Juvenile Probation Department's response, under the leadership of the Harris County Juvenile Board, was to target drug abuse prevention, detection and rehabilitation as its top priority for 1988-89.

I urge all citizens to support the efforts of the Probation Department, as well as the efforts of our police, courts, schools, and social agencies as they work together to salvage a generation of children from the ravages of illegal drugs.

A handwritten signature in black ink that reads "Jon Lindsay". The signature is written in a cursive, flowing style.

Jon Lindsay  
Harris County Judge  
Chairman, Harris County Juvenile Board

## A Message from the Chief

In vacant houses and gutted buildings throughout this community, our children are getting high and getting into business—the deadly business of crack cocaine.

Neighborhoods once safe for children's playgrounds are turning to battlegrounds where drug dealers fight for turf and employ our children.

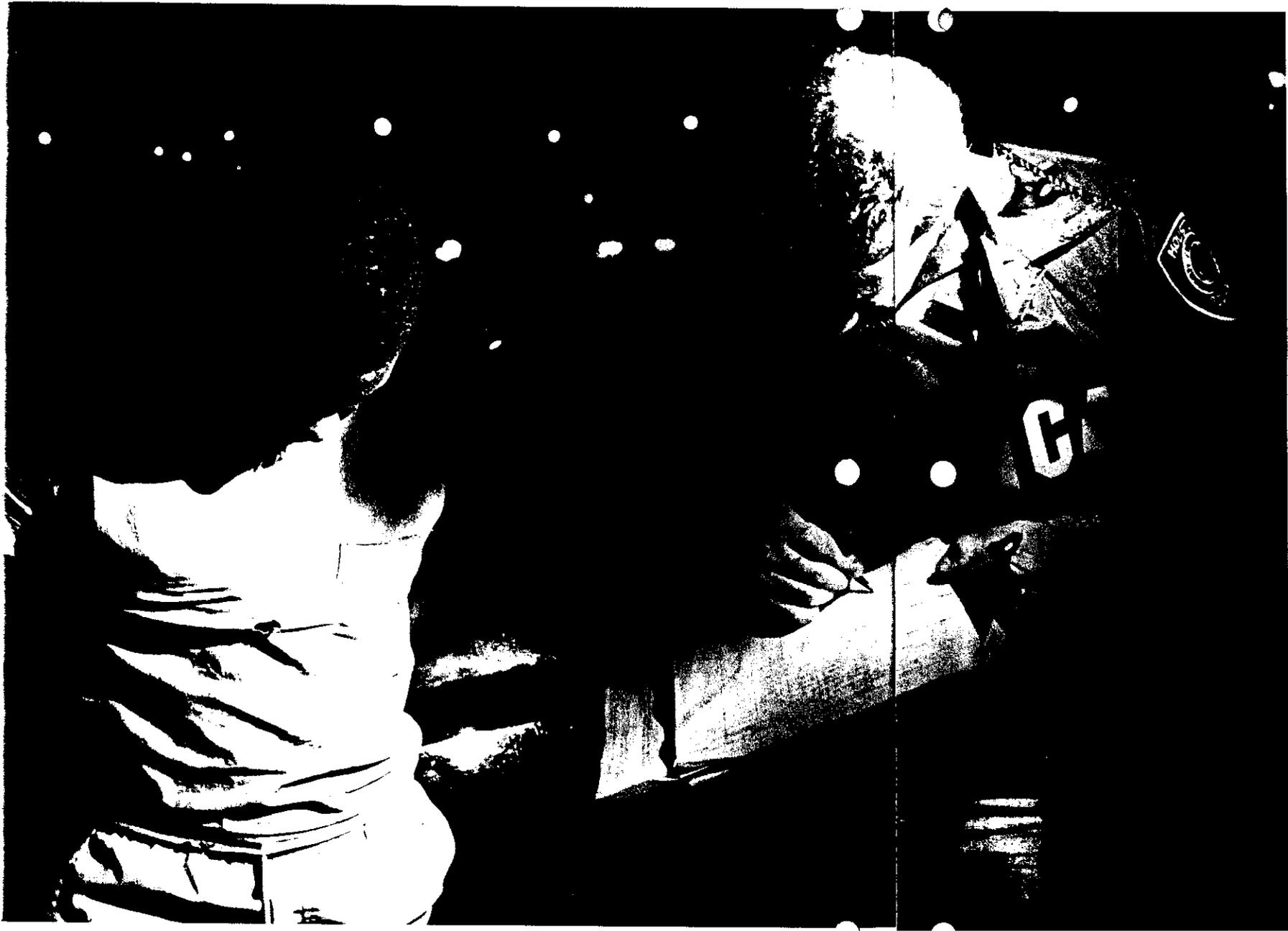
This year, more than 20,000 Harris County youngsters will drop out of school. More than 7,000 will run away from home to join the countless others who roam our streets unsupervised. Many will turn to drugs for financial and emotional support.

If we are to win the war on drugs, it will take more than police and probation officers. The war on drugs will only be won by the whole community working together to reclaim its future, one neighborhood at a time, one school at a time, one family at a time.

The staff and volunteers of the Harris County Juvenile Probation Department are working to reclaim our children, one life at a time.

John A. Cocoros  
Chief Officer





### Focus: Drugs and

There are an estimated 1.5 million addicts in this country, and many of them are our children.

Six in ten high school students use drugs at least occasionally. In some schools, students are frequently using drugs. Children see drugs and drug use with problems and consequences. Drugs are also an epidemic of trouble.

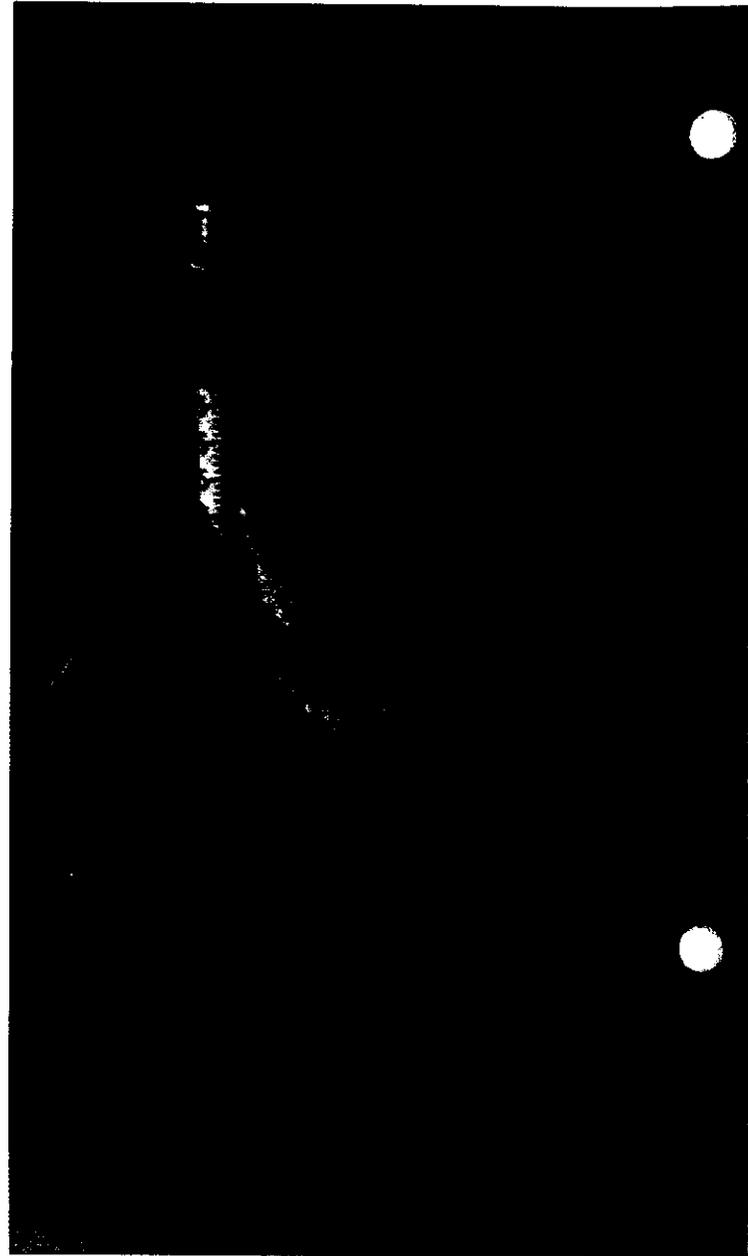
As street kids and drug addicts continue to mix, we will see more children smoking in cars, drinking in emergency rooms, and sleeping on the back of police cars.



When children take drugs, drugs often take control. Parents and teachers watch helplessly as the child slips from their influence into a world of addicts and dealers.

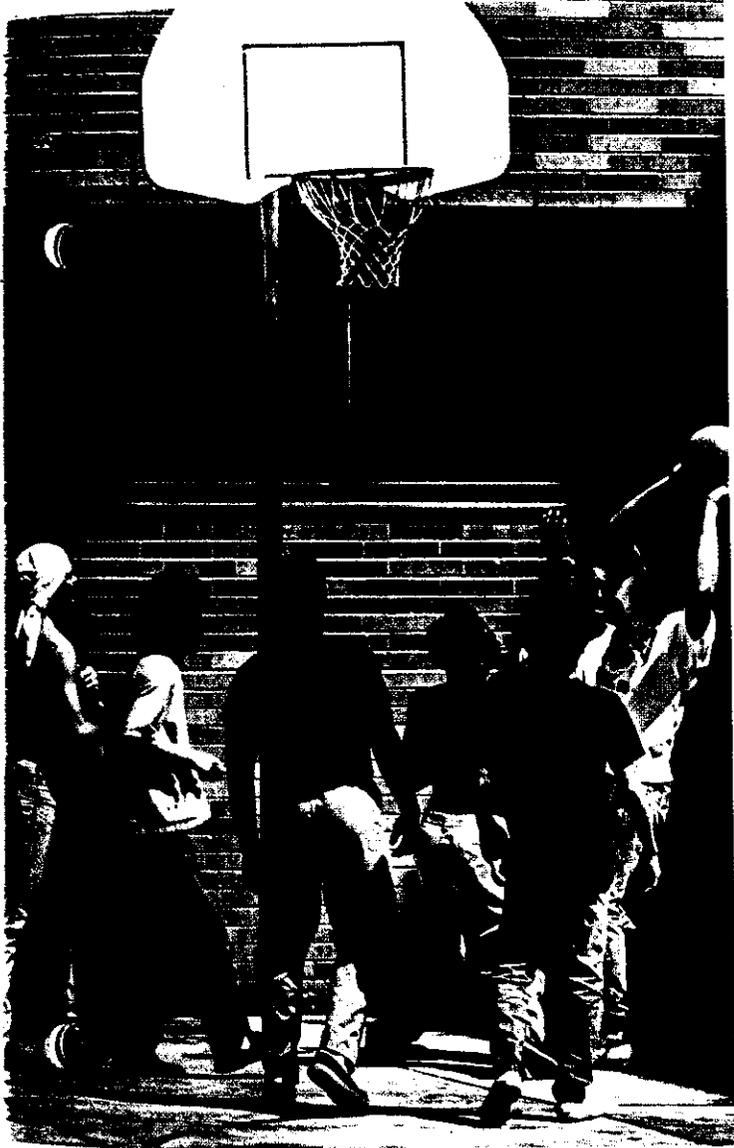
Drug and property crimes are but a few of the tragic consequences of cocaine. Last year, drug-related killings soared in Harris County. Up to one-fourth of all trauma admissions to county hospitals were for cocaine, and intravenous drug abuse became the primary villain in the spread of AIDS.

In the waiting rooms of hospitals, police stations and juvenile detention centers, one can see the anxious faces of worried parents losing their children to drugs.









In 1988, the Harris County Juvenile Probation Department provided supervision, education and rehabilitation opportunities to more than 15,000 children in trouble. An estimated 80 percent or more had significant substance abuse problems.

The mission of this agency has always been to prevent and reduce juvenile crime in order to protect the public while serving the best interests of each child.

This year, our staff and volunteers have directed their primary efforts to the child in trouble with drugs. Our goals are to prevent drug abuse where it does not already exist, and to offer drug-involved children and families every possible incentive and opportunity to build successful, drug-free futures.



## A Planned Response to Drugs

*Perhaps no recent phenomenon has so threatened the future of our community as the epidemic use of crack cocaine. Certainly nothing has so stressed our courts and juvenile justice system.*

*In the first half of 1988, juvenile felony drug cases in Harris County were up slightly, but in mid summer they soared. By year's end, felony drugs had increased 124 percent, with felony thefts and burglaries, the companion crimes to drugs, up as well.*

*Our entire juvenile justice system was impacted. Probation caseloads increased and the 1988 detention population jumped from a daily average of 107 children in January to 181 in December.*

*Clearly, new approaches were needed to meet these demands, so the juvenile Probation Department began an agency-wide assessment.*

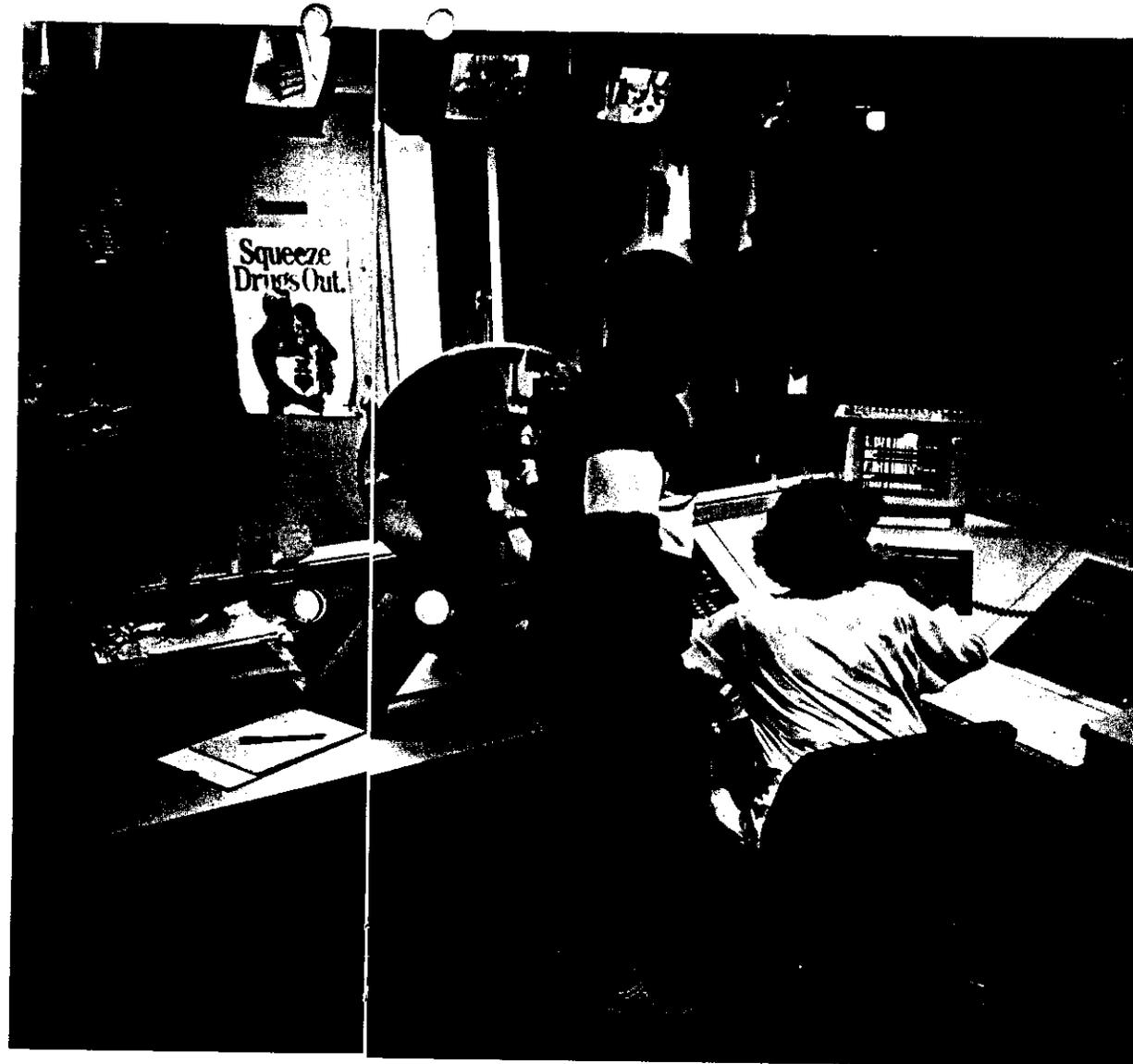
*The first step was to form an in-house drug task force with these responsibilities:*

- survey other cities for innovative drug programs which might prove useful here
- establish more accurate procedures to measure and monitor the extent of drug abuse among our young clients and their families
- assess the agency's current programs of drug education and rehabilitation and recommend appropriate improvements
- coordinate, monitor and evaluate the agency's total response to the problem
- expand and strengthen the Department's networking capability with other child-serving agencies

*The task force met for briefings by police narcotics officers, searched for new funding sources for drug programs and explored the feasibility of mandatory drug testing of juvenile offenders.*

*New interview procedures were designed to detect drug problems at a child's initial intake screening and new computer codes were entered into the Department's automated case-tracking system to document drug involvement wherever detected throughout the course of the case. The agency also stepped up its news media initiative to get the information to the public.*

*As you read through this report, you will see that efforts are under way in nearly every area of the Department to prevent, identify and remedy juvenile drug abuse.*



## Harris County Commissioners' Court

The Harris County Commissioners' Court is a five-member elected body responsible for the general administration of county business. As a county agency, the Juvenile Probation Department receives most of its annual budget from the Commissioners' Court. In 1988, \$17,485,629 were allocated for staff salaries, direct client services, private placements, residential services and general operating expenses.

The Commissioners' Court also determines county personnel regulations and sets operational guidelines followed by the Department. Commissioners' Court support enables the Department to serve thousands of this community's troubled youth and their families each year.

## Harris County Juvenile Board

The Harris County Juvenile Board is the governing body of the Juvenile Probation Department. As mandated by state statute, the Juvenile Board monitors all of the Department's programs, institutional services and residential placement facilities. The Board also sets administrative policies and approves the Department's annual budget prior to submission to the Commissioners' Court.

During 1988, the Board explored a variety of avenues for handling the sudden increase in drug-related juvenile offenses and its impact on the detention population, the length of time for court processing and the rise in the probation caseloads. Board members worked to increase permanent and temporary emergency staffing for the detention center during the overcrowding crisis. Supporting a city-wide strategy to tackle the drug problem, the Board participated in the **Houston Crackdown** initiative, with several members serving on committees.

Mid year, Judge William Hatten retired after 25 years' service on the Board. He was replaced by Judge Mary Bacon of the 338th District Court.

A new Advisory Committee to the Board provides citizen participation in the juvenile justice system, making recommendations and providing consultation. In 1988, committee chairman Joe Bart was joined by attorneys Ramona John and David Longoria and by Alice O'Neill, psychotherapist.

## Commissioners



Jon Lindsay  
Harris County Judge



E.A. "Squatty" Lyons, Jr.  
Commissioner  
Precinct Four



El Franco Lee  
Commissioner  
Precinct One



Elizabeth Ghrist  
Commissioner  
Precinct Three



Jim Fonteno  
Commissioner  
Precinct Two

## Juvenile Board



Judge Eric Andell  
315th District Court  
Program Committee



Judge Robert L. Lowry  
313th District Court  
Vice Chairman  
Program Committee  
Personnel Committee  
Tri-Board Committee



Judge Jon Lindsay  
County Judge  
Chairman



Judge Robert B. Baum  
314th District Court  
Board Secretary  
Program Committee  
Tri-Board Committee  
Budget and Finance  
Committee



Judge Mary Bacon  
358th District Court  
Buildings and Grounds  
Committee

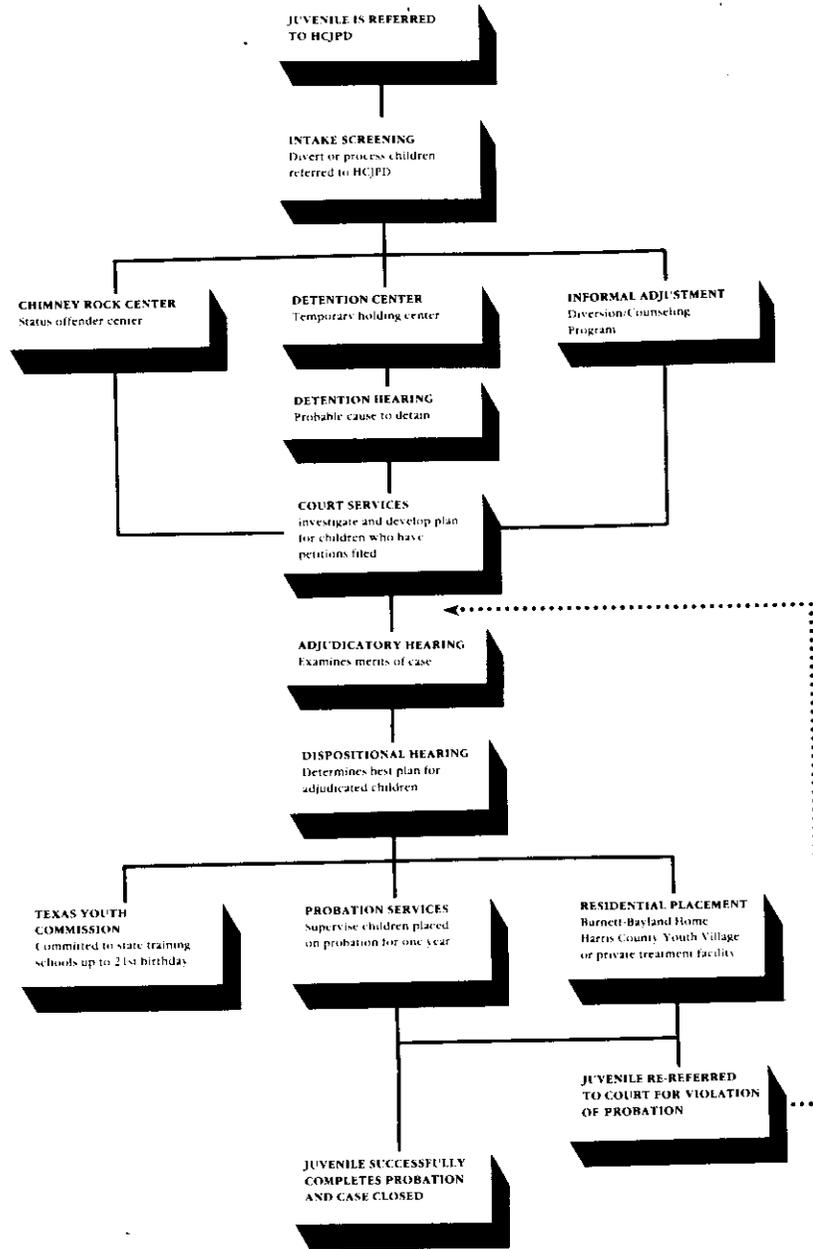


Judge Bill Elliott  
311th District Court



Judge Wyatt H. Heard  
190th District Court

# Case Flow Chart



## Intake Court Services Division

### Intake Screening

When a child is picked up by law enforcement officers in Harris County, he may be taken to one of two intake units of the Juvenile Probation Department.

Intake Screening is responsible for assessing the child's immediate circumstances and deciding where he will stay prior to a court hearing. Two 24-hour intake units receive and review incoming cases, one located in the Juvenile Detention Center and the other at Chimney Rock Center.

Chimney Rock Center, a children's shelter and crisis facility, is jointly operated by the Juvenile Probation Department, Children's Protective Services and Mental Health/Mental Retardation. Several other service agencies provide services from the Center.

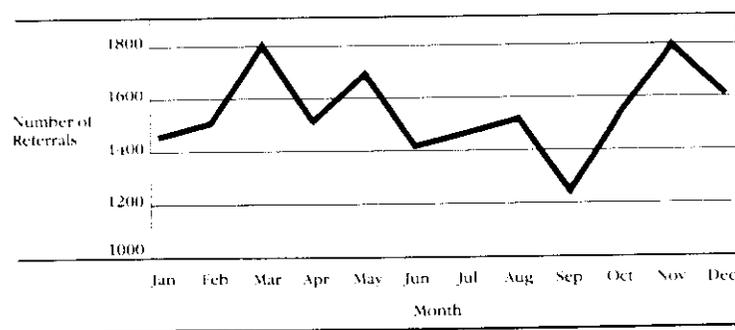
Law officers bring children to Chimney Rock Center for status offenses (such as truancy and runaway) and Class C misdemeanors (such as alcohol-related offenses). The staff offers screening and assessment, crisis intervention, referral services and short-term counseling.

In 1988, the probation intake staff at Chimney Rock Center handled 1,348 cases.

All other cases are reviewed by the intake staff in the Detention Center. When a child presents a threat to the community or himself, or is likely to abscond before trial, he will be detained. In an attempt to avoid unnecessary detention, the in-custody diversion program concentrates on sending children home when appropriate and often provides transportation. Last year, this unit diverted 491 children from detention.

Special intake interview procedures were implemented in 1988 to detect and screen drug-involved children. If a child or family is involved in drugs, referral sources are discussed. Twelve-step programs are encouraged but more intensive therapy or even hospitalization may be recommended. Intake also provides monthly workshops on drug and alcohol abuse and other topics.

Number of Referrals by Month, 1988



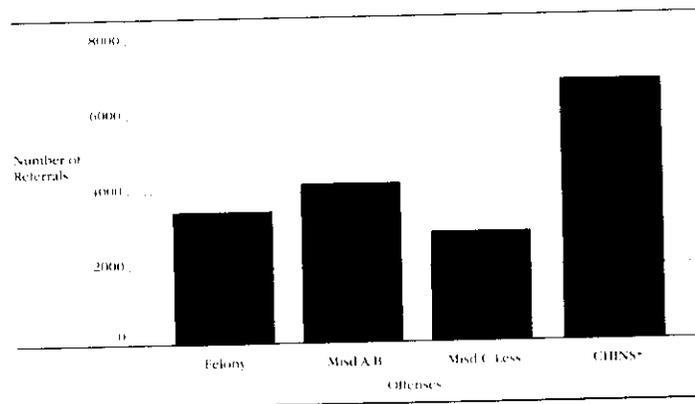
Referral Source, 1988

Baytown Police Department	451
Harris County Sheriff's Department	2,531
Houston Police Department	11,448
Pasadena Police Department	517
Other	3,787
Total	18,734

## Offense Per Referral, 1985 - 1988

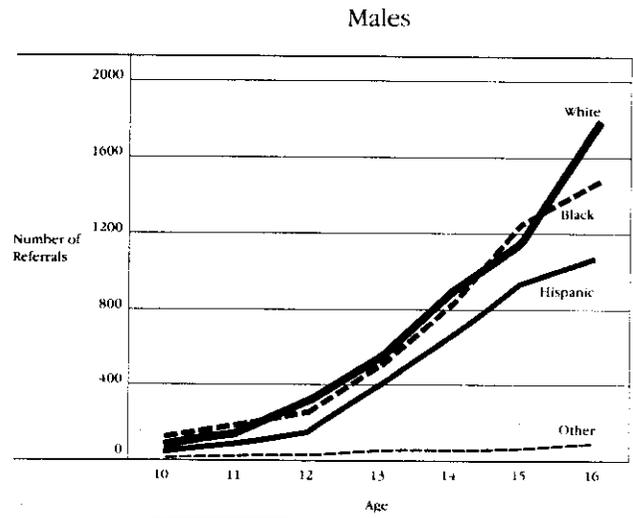
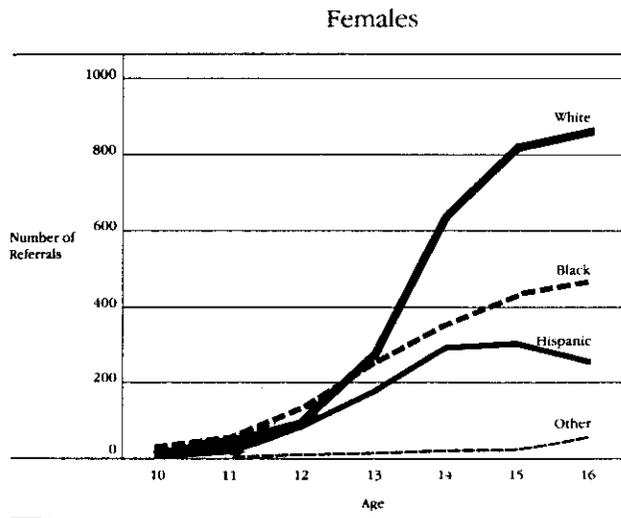
	1985	1986	1987	1988
Murder .....	23	16	18	12
Arson .....	55	73	98	68
Assault				
Felony .....	180	190	207	219
Misd A/B .....	57	60	82	82
Misd C .....	652	677	730	786
Sexual Assault .....	101	115	121	108
Robbery .....	209	241	223	223
Burglary .....	1,674	1,813	1,617	1,474
Theft				
Felony .....	195	187	148	166
Misd A/B .....	1,555	1,671	1,755	1,654
Misd C .....	1,075	1,168	1,090	1,050
Auto Theft .....	269	306	247	351
Joyriding .....	200	243	276	436
Drugs				
Felony .....	96	89	111	249
Misd A/B .....	645	506	419	32
Misd C .....	653	732	521	366
Inhalants .....	120	141	77	51
Alcohol Misd C .....	30	37	31	22
Other				
Felony .....	475	447	439	424
Misd A/B .....	1,927	2,043	1,914	1,977
Disorderly Conduct .....	119	157	126	164
City Ordinance .....	200	198	118	153
Violation of Probation .....	351	372	448	369
Runaway (CHINS)* .....	6,016	7,182	6,334	6,321
Other (CHINS)* Offense .....	872	1,409	1,025	668
TYC Runaways .....	263	272	242	283
Administrative Actions .....	749	701	649	732
<b>TOTAL .....</b>	<b>18,761</b>	<b>21,046</b>	<b>19,066</b>	<b>18,734</b>

## Types of Referrals, 1988



\*Children in need of supervision

## Referral by Age and Ethnicity, 1988



## Referrals by School District and Ethnicity, 1988

	Black	Hispanic	White	Other	Total
Aldine .....	358	188	369	18	933
Alief .....	269	75	351	50	745
Channelview .....	7	10	73	0	90
Clear Creek .....	24	11	197	10	242
Crosby .....	8	15	45	0	68
Cypress .....	80	58	512	15	665
Deer Park .....	2	12	206	1	221
Galena Park .....	65	58	163	2	288
Goose Creek .....	91	107	255	0	453
Houston .....	3,635	2,599	1,193	50	7,477
Huffman .....	4	0	29	0	33
Humble .....	23	9	250	2	284
Katy .....	8	15	244	7	274
Klein .....	79	27	410	24	540
La Porte .....	14	8	175	0	197
North Forest .....	345	32	22	0	399
Pasadena .....	65	276	491	22	854
Sheldon .....	15	12	85	0	112
Spring .....	57	32	308	5	402
Spring Branch .....	186	166	364	31	747
Tomball .....	9	0	49	0	58
Stafford .....	0	2	2	1	5
Waller .....	0	0	2	0	2
Private/Parochial .....	53	74	202	8	337
Out of County .....	154	91	331	5	581
Not Available .....	766	638	1,248	75	2,727
<b>TOTAL .....</b>	<b>6,317</b>	<b>4,515</b>	<b>7,576</b>	<b>326</b>	<b>18,734</b>

## Court Services

Once the District Attorney's office has filed a petition, the court services staff prepares a comprehensive profile of the child and his case. The detailed report aids the judge in determining a suitable disposition by including specifics on the offense, the child's physical and emotional status, school and family circumstances.

Three courts hear delinquency cases in Harris County. They are the 313th, 314th and 315th district courts, presided over by judges Robert Lowry, Robert Baum and Eric Andell, respectively. If found delinquent or in need of supervision (CHINS)\*, a child may be allowed to live at home under stringent rules of probation or be placed in a residential facility.

As the number of court cases climbed last year, so too did the difficulty of making court investigations. Now, when officers make home visits into drug-infested neighborhoods, they often must go in pairs and carry two-way radios for safety.

## Court Activity, 1988

### Disposition

Probation .....	1,619
Probation/Restitution .....	267
Informal Adjustment .....	150
Committed to Texas Youth Commission .....	371
Certified to Criminal Court .....	10
Passed - Writ Issued .....	84
Passed .....	150
Non-Suit .....	423
Dismissed .....	16
Incentive Completed .....	72
Other .....	368
 Total .....	 3,530

## Mental Health Mental Retardation Authority of Harris County

### Children's Forensic Unit Evaluations for 1988

Total Referrals .....	741
Psychologicals .....	545
Psychiatrics .....	397
Family Evaluations .....	83
 Total Evaluations .....	 1,025

\*Children in need of supervision

## Placement Services

When it appears a child must be removed from his home, the Placement Services Unit prepares a list of suitable residential institutions for the judge's review. From a list of approved facilities, they recommend one which best meets the child's specific needs. More and more, those needs are for drug treatment.

Combatting drug dependency is a lengthy and costly process. The need for affordable adolescent drug-treatment beds now far exceeds the supply. Many families are unable to afford the care their children need without financial assistance. Vernon Drug Center, in Vernon, Texas, is one of the few free detoxification and rehabilitation facilities available for such children.

## Placement Statistics, 1988

Mary Lee Foundation	17
Tejas Home for Youth	10
Nacogdoches Boys Ranch	7
Ranch Haven	6
Odyssey Harbor	2
Five Oaks	1
Houston Achievement Place	3
Westbranch Treatment Center	3
Florence Crittendon	2
Elan One	1
Gulf Coast Trade Center	54
Vernon Drug Abuse Center	24
Hope Center Wilderness Camp	17
Harris County Youth Village	170
Burnett-Bayland Home	75
Number of Youth Placed in 1988	392

## Institutions Division

Three institutions are operated by the Probation Department: Burnett-Bayland Home, a residential facility with a community-based program; Harris County Youth Village, with a complete on-campus program; and the Juvenile Detention Center where children are held until their court hearings.

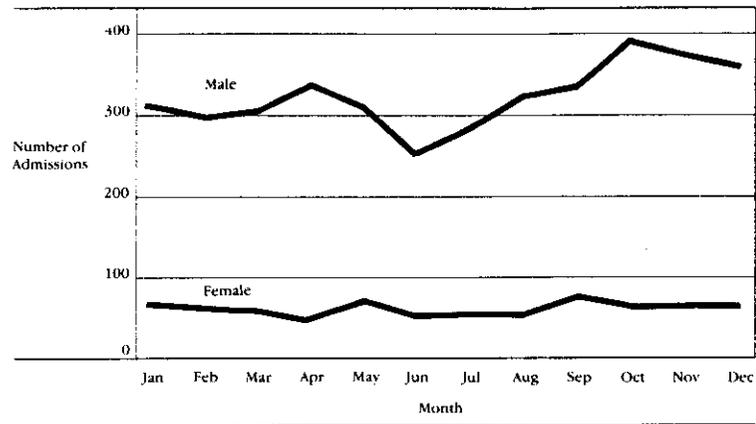
All three institutions provide instruction for children and their families about drug abuse. The Houston Council on Alcoholism and Drug Abuse's award-winning "Juvenile Alcohol/Drug Awareness Program," provides facts about alcohol and drugs, family systems, communication skills, chemical dependency and self-esteem.

## Juvenile Detention Center

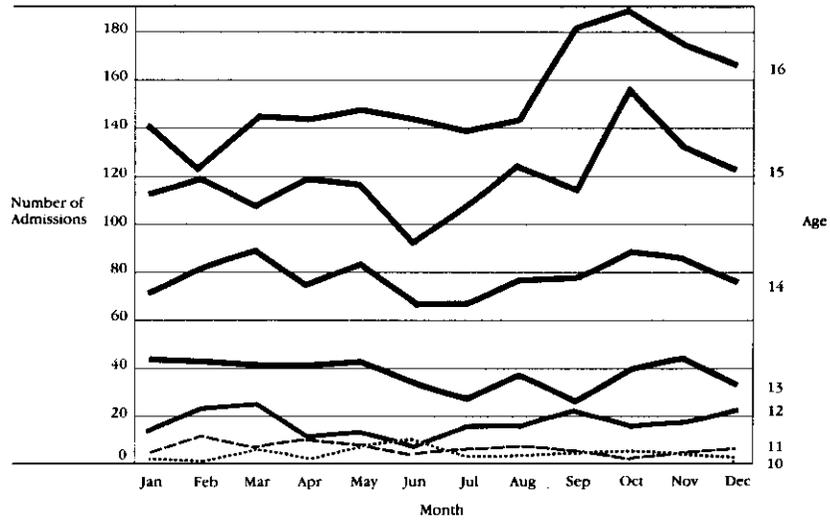
The Juvenile Detention Center is a secure, temporary residential facility for children requiring a restricted environment while awaiting court action. The center features 115 private sleeping rooms, 21 multi-purpose activity rooms, three gymnasiums, three outdoor playground areas, visitation and counseling areas, facilities for medical, dental, psychological and social services, a separate intake section and courtroom. Technologically advanced monitoring systems and innovative architectural designs provide security and safety without bars.

During their stay, children undergo physical and psychological assessments, short-term therapy and crisis intervention. The daily program includes educational opportunities provided by the Houston Independent School District. Recreation specialists provide daily physical education activities. Highly

Admissions to Detention by Month and Sex, 1988



Admission to Detention by Month and Age, 1988



trained staff interact with the children, promoting feelings of self-worth, establishing trust and teaching them to relate to others through structured unit activities.

Volunteers and other agencies provide additional services, including health awareness, self-esteem workshops, tutoring, individual visitation and social activities. In 1988, the Art League of Houston initiated an innovative program in detention by funding a professional art teacher to teach classes three days a week.

Last year, 4,617 children were held in detention. An increasing percentage of them required intensive supervision and medical intervention due to drug use.

#### Offense Per Admission to Detention, 1985 - 1988

	1985	1986	1987	1988
Murder .....	24	17	18	11
Arson .....	27	20	18	20
Assault				
Felony .....	121	130	125	172
Misd A/B .....	24	24	36	34
Misd C .....	169	186	147	78
Sexual Assault .....	66	76	60	62
Robbery .....	147	173	161	150
Burglary .....	875	974	732	758
Theft				
Felony .....	101	106	77	67
Misd A/B .....	514	531	452	420
Misd C .....	119	91	63	45
Auto Theft .....	185	219	134	212
Joyriding .....	119	178	174	258
Drugs				
Felony .....	72	54	59	180
Misd A/B .....	271	202	140	100
Misd C .....	174	183	96	31
Inhalants .....	49	70	22	17
Alcohol Misd C .....	16	13	8	7
Other				
Felony .....	191	211	161	168
Misd A/B .....	717	778	617	696
Disorderly Conduct .....	65	104	67	72
City Ordinance .....	40	41	29	17
Violation of Probation .....	172	185	209	185
Runaway* (CHINS) .....	578	494	490	378
Other* (CHINS) Offense .....	40	34	12	13
TYC Runaways .....	200	186	154	187
Administrative Actions .....	372	225	165	281
TOTAL .....	5,458	5,505	4,426	4,619

\*Children in need of supervision (status offenses)

## Burnett-Bayland Home

Delinquent boys who do not require secure confinement may be placed at Burnett-Bayland Home by court order for up to one year. The children live in home-like cottages on the 40-acre park campus and are involved in the community. They attend local public schools and participate in extracurricular activities off-campus.

Civic organizations and citizen volunteers enhance the program with tutoring, counseling, education and recreation.

Family involvement is viewed as essential. Parents participate in regular educational meetings and other activities to prepare them for their child's transition back to home life. Family visitation is encouraged and children often enjoy weekends at home.

Ninety-eight boys lived at Burnett-Bayland in 1988. Of these, 20% were white, 41% black and 39% Hispanic. The average length of residence was 7.6 months.

## Harris County Youth Village

The Youth Village is a more restricted facility located in the Clear Lake area. The lake-front campus provides a spacious setting for delinquent children in need of a more secure environment. Boys and girls are placed at the Youth Village for up to a year by court order. The program includes therapeutic, recreational, medical and drug counseling services.

The Houston Independent School District operates an accredited school on campus with a full range of academic and vocational classes, athletics, guidance and remedial education. The curriculum is accelerated and the teacher-to-student ratio is one to seven. Many children overcome major scholastic deficiencies during their stay.

In addition to academic and vocational instruction, children are taught "life skills" such as job hunting, responsible budgeting, household management, parenting and coping skills.

In 1988, of the 266 children who stayed at the Youth Village, 85% were male and 15% female; 34% were white, 41% black and 25% were Hispanic. The average length of residence was 8.7 months.

## Probation Field Services Division

Most children who go through the court system are not placed in a correctional facility but remain at home under probation supervision for up to one year. Probation supervision and rehabilitative services for children and their families

Other services include parent-training workshops, AIDS education projects and peer pressure programs designed to teach children to act responsibly. Upon successful completion of Informal Adjustment, the child's case is dismissed. In 1988, 747 children participated in the Informal Adjustment program.

### Administrative Services Division

The Administrative Services Division oversees the Research and Systems Development, Personnel and Legal Screening units.

This Division also serves as liaison with the Harris County Commissioners' Court, the State Legislature and the Texas Juvenile Probation Commission.

### Research and Systems Development

As a child's case moves through the system, the Research and Systems Development Unit records and tracks all activity to provide accurate and pertinent information to all staff. The unit maintains computerized and paper files on each case.

Case information is originally entered in the County's mainframe computer. From there on, staff throughout the Department update case information to keep records current and complete. In 1988, new service delivery codes were entered into the computerized tracking system to signal and monitor drug involvement.

The Research staff compiles data on all children and services for internal and external statistical reports and graphic summaries. The information is used for funding, planning and accounting and is often requested by news media or other agencies. This unit also prepares and monitors the Department's grant awards.

Research and Systems maintains and oversees 21 micro-systems, programs personal computers for individual needs and provides instruction.

### Legal Screening

Legal Screening attorneys review all incoming felony and some misdemeanor cases to determine if legal grounds exist to file a delinquency petition. If legal grounds do not exist, and the child is in custody, he is released to the custody of a parent or guardian.

By law, children who are detained receive a detention hearing within two working days of admission and every 10 days thereafter. Legal Screening attorneys represent the District Attorney's Office in these hearings and must show due cause for detaining the child.

In 1988, Legal Screening reviewed 4,548 cases resulting in 3,238 petitions filed in the district courts.

### Personnel

The Personnel Unit provides staffing for the Department and ensures that County hiring guidelines are followed throughout the agency. This unit posts available positions, processes employment applications and supervises screening and hiring. Personnel also maintains employment records for all Department staff. At the end of 1988, the Department employed 497 persons.

### Ancillary Services

Several Department units report directly to the Chief or Assistant Chief and provide services to the family courts or to other areas of the Department.

### Family Court Services

Although administered by the Juvenile Probation Department, Family Court Services handles adoption and disputed child custody rather than delinquency cases.

Family Court officers investigate cases and prepare comprehensive social histories through home visits, interviews with relatives, neighbors, employers, law enforcement and school officials and other relevant sources. The history aids the judge in determining whether to grant adoption or where to grant custody. In 1988, this unit researched 650 child custody cases and 718 adoption cases for twelve district courts which hear such cases.

A child who cannot stay in his home during the investigation is temporarily placed in residential facilities. Such arrangements are made by the Family Court Services staff.

### Budget and Supportive Services

The Budget Unit oversees the Department's fiscal operations including preparation and management of the annual budget, and regulating receipts and expenditures.

In 1988, the Department operated with a combined budget of \$18,939,553. The funds were received from three sources: Harris County Commissioners' Court, Texas Juvenile Probation Commission and the Criminal Justice Division of the Governor's office.

Of the total budget, \$17,485,629 were allocated to the Department by Commissioners' Court for salaries and benefits, facility maintenance, daily operation,

youth services and some residential placements. The Texas Juvenile Probation Commission allocated \$1,059,511 for direct youth services, staff training and personnel. The Governor's Criminal Justice Division provided \$344,413 for residential placements, counseling and other service grants. A Brown Foundation grant of \$50,000 funded counseling services for youth on probation.

The Supportive Services Unit handles the payroll, insurance benefits, staff identification, office inventories, general supplies, mail and courier services and the print shop. Building and grounds maintenance is also provided by Supportive Services.

### **Training and Staff Development**

The Training and Staff Development Unit provides in-service training to enhance staff skills and meet the state training standards for probation officers. To maintain state certification, probation officers are required to attend 40 hours of accredited training per year.

The Training Unit researches and coordinates training programs for child care workers, secretaries, computer personnel and administrative staff as well as probation officers.

Recent training topics included drug intervention techniques, family violence, officer safety and security, non-violent physical restraint, AIDS and other sexually transmitted diseases, communication, stress management and supervisory skills. In 1988, over 150 workshops provided 1,619 training hours.

The Juvenile Alcohol Awareness Program, developed by the Department's Training Unit, taught 498 youth and their parents about alcohol, drugs, AIDS, family systems, communication and decision-making. In 1988, the National Council on Alcoholism named it the most outstanding prevention and education program in the nation.

### **Volunteers**

In 1988, the Department operated with more volunteers than paid staff. Carefully screened and trained, these volunteers donated invaluable talents and time, enabling the Department to provide highly specialized, personal attention to our children.

Two organizations recruit and coordinate most of the Department's volunteers:

Juvenile Court Volunteers, Inc., a United Way agency housed at the Probation Department, provides individual counseling, tutoring, educational workshops

and recreational activities. Court Volunteers also bring companionship and cheer to detained children through parties, visitation and special events. In 1988, the 223 Juvenile Court Volunteers donated 27,000 hours of service valued at \$10.80 per hour, or nearly \$300,000!

Junior League of Houston volunteers donated 7,325 hours in 1988, working primarily with children and families. Programs and services in the areas of intake counseling, parent education, educational/vocational counseling, tutoring and drug counseling were provided through the skills and support of these volunteers.

Many other private citizens and members of civic and church organizations volunteered countless hours to Harris County children and families in our juvenile justice system.

### Student Interns

Fifty-one student interns from 12 Texas colleges and universities participated in the Department's Student Intern Program in 1988. They worked throughout the Department in a variety of positions, receiving training and experience in juvenile corrections. Interns provided 10,533 hours of service to 1,691 children and families.

### Public Information Office

The Public Information Office is responsible for providing meaningful and accurate information to other agencies, public officials, news media, academic institutions and interested citizens.

The office provides 24-hour, immediate response to media inquiries, maintains video and news clipping reference files, produces the annual report, brochures and other publications; briefs administration on relevant breaking news stories; and works to maximize public and media access to the juvenile justice system within the constraints of the law.

The program's goals are to increase public understanding of juvenile crime and to build community support for the agency's mission.

### Credits

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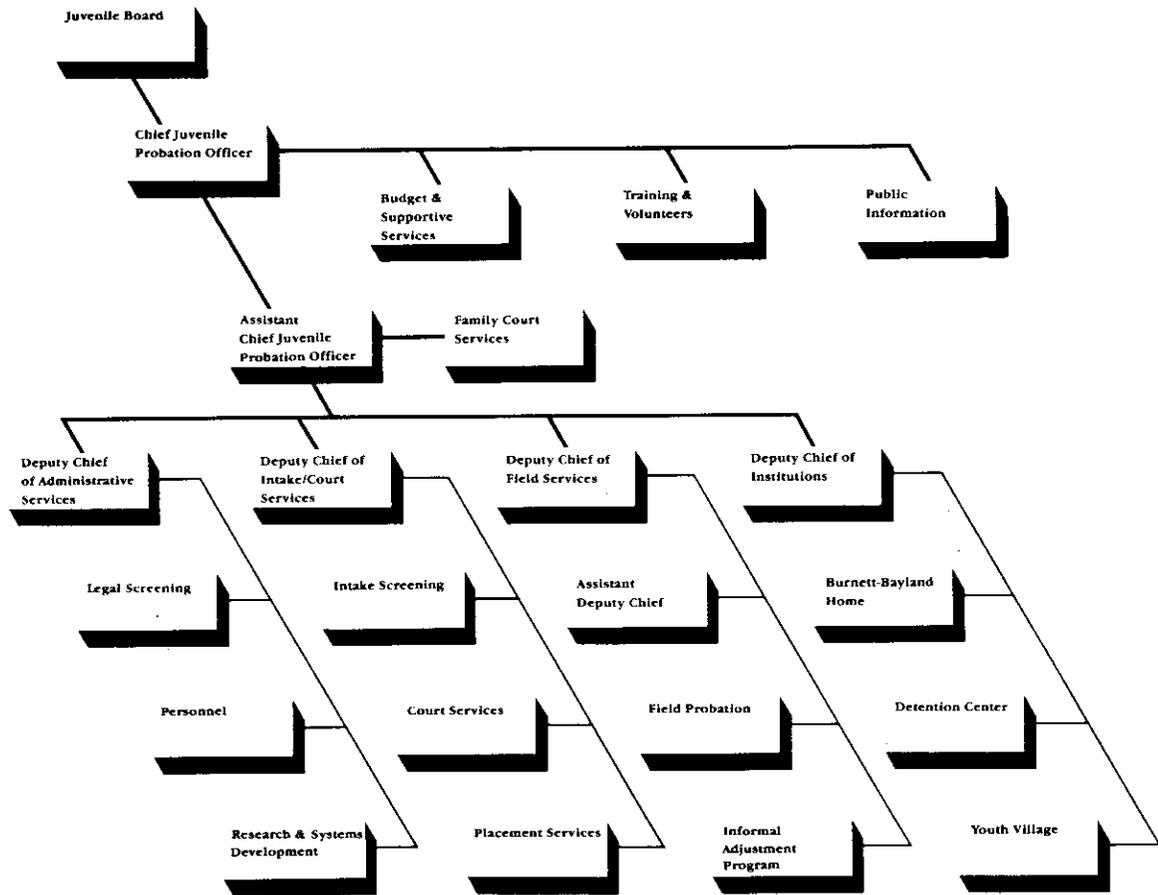
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# Organizational Chart, 1988



## Administrative Staff

John A. Cocoros . . . . . Chief Officer  
 Teresa V. Ramirez . . . . . Assistant Chief Officer

## Administrative Services

Harvey Hetzel . . . . . Deputy Chief, Administrative Services  
 Jeanne Cyriaque . . . . . Administrator, Research & Systems Development

## Intake Court Services

Bernard Hunter . . . . . Deputy Chief, Intake Court Services  
 William Thompson . . . . . Administrator, Placement Services

## Field Services

Elmer Bailey, Jr. . . . . Deputy Chief, Field Services  
 Jack Murray . . . . . Assistant Deputy Chief

## Institutional Services

John A. Peters . . . . . Deputy Chief, Institutions  
 James K. Martins . . . . . Director, Detention Center  
 Ronald Niksich . . . . . Director, Youth Village  
 Robert Waller . . . . . Director, Burnett-Bayland Home

## Ancillary Services

Sue Suber . . . . . Director, Family Court Services  
 John Sukols . . . . . Administrator, Budget & Supportive Services  
 JoAnn Jones . . . . . Administrator, Training & Volunteers  
 Mary Craft . . . . . Juvenile Court Master  
 Veronica Morgan-Price . . . . . Juvenile Court Referee Master  
 Joseph H. Funches . . . . . Court Systems Manager  
 Dianne Logan . . . . . Public Information Officer

*"I never give up. There's always hope. If I can at least say I tried, then it was all worth it. It's a great privilege to know sometimes that what we do or say makes a difference."*

Kathleen Wilson, probation officer, 314th Court Services Unit

Harris County Juvenile Probation Department  
3540 West Dallas  
Houston, Texas 77019