

PAY BACK TIME

Community Service Restitution

Harris County Juvenile Probation Department

1996 Annual Report



Table of Contents

Mission Statement	1
To the Citizens of Harris County	2
Message from the Executive Director	3
Community Service Restitution - Pay Back Time	4
Highlights for 1996	8
Harris County Commissioners' Court	9
Harris County Juvenile Board	9
Harris County Juvenile Board Advisory Committee	9
Administrative Staff	10
Organizational Chart	11
Case Flow Chart	12
Intake Court Services Division	13
Intake Screening	13
Court Services	14
Placement Services	16
Institutions Division	16
Juvenile Detention Center	16
Burnett-Bayland Home	18
Harris County Youth Village	18
Delta 3 Boot Camp	18
Probation Field Services Division	19
Field Services Programs for 1996	19
Deferred Prosecution	20
Intensive Supervision Program	20
Financial Services Division	21
Budget for 1996	21
Administrative Services Division	22
Data Control Systems	22
Computer Support Services	22
Research, Planning and Evaluation	22
Human Resources Division	22
Personnel	22
Supportive Services	23
Training and Staff Development	23
Volunteers	23
Student Interns	24
Public Information	24
Credits	24

Cover: These youths are cleaning and repairing a cemetery, paying back victims and society as well for damages or injuries they have caused.

Mission Statement

The Harris County Juvenile Probation Department is committed to the protection of the public and provision of services to youth referred for violations of the law. As mandated in the Texas Juvenile Justice Code, the department provides services including treatment, training, rehabilitation and incarceration while emphasizing responsibility and accountability of both parent and child for the child's conduct and offering the most opportunities for those youth who demonstrate the greatest potential for positive change.

To the Citizens of Harris County

*The Harris County Juvenile Board is implementing its first master plan to attack juvenile crime in our community. Their message is clear. **Do the crime. Do the time.** The foundation of this plan is accountability.*

The Juvenile Probation Department is the key player to implement our new philosophy. From their first encounters with the department, young offenders learn that if they do something bad, something bad is going to happen to them. If the seriousness of subsequent offenses increases, so will the punishment. Our new approach is working. Violent juvenile crimes have been reduced dramatically in Harris County.

From probation supervision in the community, to our boot camp and residential programs, as well as numerous private placements for more specialized needs, the department is providing the tools the judges need to turn young lives around.

Supervision and direction don't end when a juvenile is released from an institution. Aftercare including counseling for clients and their families remains an important component. Under our community restitution program, hundreds of juvenile probationers are working throughout the county to repay both the community and the victims for their crimes. We are changing young lives in a positive way.

The judges of the Harris County Juvenile Board remain committed to directing problem youth back to the right track. At the same time, we are making our county schools and neighborhoods safer for our families.

Robert Eckels, County Judge

Message from the Executive Director

The title of a well known book is "Everything I Need to Know, I Learned in Kindergarten." It lists many basic but important rules about getting along with others. I have one more to add to the list. If you commit a crime against society, you must pay back, not with words, but with action.

Recent revisions to the juvenile law reflect changes in the attitudes of the public, juvenile boards, elected officials and agencies such as the Harris County Juvenile Probation Department. These changes clearly require greater accountability for the use of tax funds, increased responsibility for public agencies, and much more accountability from children who break the law. One of our department's responses to these changes is our Community Service Restitution program. This year, hundreds of juvenile offenders will work thousands of hours doing everything from cleaning cemeteries to washing fire trucks. The average young offender will work up to 160 hours depending on the orders from the court.

We are determined to create a balanced approach in the prevention of crimes committed by juveniles. Our department offers a tremendous number of quality programs to children and families who promise to change their behavior. We similarly and simultaneously impose sanctions on those who seem reluctant to learn life's lessons.

*We are proud of our efforts to help young people understand that, just as in kindergarten, we all have rules to live by. "**Paying back for what you broke**" is one of those rules.*

Elmer Bailey, Jr., Executive Director



Community Service Restitution - Pay Back Time

“I’ve learned my lesson,” said Joe, a lanky 16-year-old cutting weeds between the neglected graves of an old Fifth Ward cemetery. “I’d rather spend my time doing good things like this than getting into more trouble.”

Joe and hundreds of other juvenile probationers between ages 10 and 17 are paying back victims and society as well for damages and injuries they have caused. The number of hours to be worked by each youth on community service restitution projects is ordered by the district judges in court. Other youth who are charged with misdemeanor crimes may be assigned a number of hours to work by juvenile probation officers in the Intake Division. No case is closed until the community restitution hours are completed.



Over 100 non-profit agencies have offered their work sites where juvenile probationers can learn valuable lessons while paying back. Houston firemen show youth how to clean equipment and polish the trucks at several stations. Juvenile probationers cleaned stalls at the Houston Livestock Show and Rodeo. Others work at a local hospital where they start out doing yard work and gradually earn the right to work inside delivering food carts to patients and performing other duties. The city's Adopt-A-Lot program uses many young workers all year for grass-cutting and clean-up.

Community Service Restitution Coordinator Larry Menson is excited about the growth of the program. "We plan and coordinate the supervision of hundreds of youth all over the county," said Menson.



“Most of them feel good about paying back and making the community a better place to live. They remove graffiti from buildings, bag groceries in food pantries and distribute clothing to the homeless. All of this work is done on weekends and supervised by juvenile probation officers and volunteers from the community.”

Not long ago, the historic College Park Cemetery near downtown was a jungle of weeds and poison ivy. That was before a remarkable coalition of community and government organizations worked a miracle to reclaim the once-forgotten property. Horticultural planning was donated by the River Oaks Garden Club with supplies and support from the City of Houston and Harris County Precinct 1. One sunny Saturday in November, a vast work force of youth and



adults on probation, community volunteers and parishioners of the Bethel Baptist Church assembled with rakes and shovels and transformed the cemetery. Maintenance continues by youth from the Delta 3 Boot Camp and the Burnett-Bayland Home.

Reverend R. O. Robertson, Jr., of Bethel Baptist sees the project as an invaluable teaching tool. "When these youngsters clean the grave-stones of early settlers of Houston such as the family of the Reverend Jack Yates, they realize that people have paid a price to open the doors of opportunity for them. Now, it's their time to accomplish positive things in their own lives."

Community Service Restitution is clearly a winning program for the youth on probation and for the citizens of Harris County.

Highlights for 1996

Sizeable salary increases were realized by most institutional employees and juvenile probation officers with the approval of a salary equalization plan by the Harris County Commissioners' Court in October. At the same time, a new level system with a realistic incentive plan was implemented.

A reorganization of the department's administrative staff resulted in the creation of two new divisions under the direction of Deputy Director of Human Resources Jo Ann Jones-Burbridge and Deputy Director of Financial Services John Sukols. Elmer Bailey, Jr. was appointed Interim Executive Director and M. Julia Ramirez became Deputy Director of Field Services. John A. Peters, an employee of the department since 1958 completed his last full year as Deputy Director of Institutions. The reorganization resulted in over \$1 million savings which the department used to purchase new computers for staff.

The department staff honored the following employees:

James Allen, Intake Division, "Boss" of the Year for 1996;

William Sawyers, Placement Unit, Juvenile Probation Officer of the Year with *Donnie Camp* as runner-up;

Margaret Wiggins, CUPS I, Staff Services of the Year Award;

Larry Horton, Institutional Officer of the Year with *Valencia Fletcher* as runner-up.

Joe Bart, Chairman Emeritus of the Juvenile Board Advisory Committee, received the Robert L. Lowry Youth Services Award.

The Department thanks the Variety Club for the donation of a van to the Burnett-Bayland Home, the Old San Francisco Steakhouse for sponsoring the Achievement Award Dinner and Merrill Lynch for underwriting the Urban Mentors Banquet.

A grant received by Communities in Schools placed veteran probation officer *Donald Clemons* in Albert Thomas Middle School.

Other accomplishments include acquisition of over \$5 million in new grant funds; and the design and preliminary construction plans for a secure facility on the Burnett-Bayland Home campus and a boot camp in West Houston. The hiring practices for entry level personnel were streamlined; and plans made for the installation of a \$130,000 telephone system. Audits by the American Correctional Association and Texas Juvenile Probation Commission were successfully completed during the year. A new training academy made up of staff members will save an estimated \$30,000 by 1998 compared to 1995 when non-staff consultants were used. The creation of a five year plan for the department and other recommendations of the KPMG Peat Marwick Performance Review have been implemented and full compliance is expected to be announced in 1997.

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 1996, \$25,666,686 was 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 Juvenile Probation Department to provide services to thousands of troubled youth and their families in the community each year. The commissioners are as follows:

Robert Eckels Harris County Judge	Steve Radack Commissioner Precinct Three
El Franco Lee Commissioner Precinct One	Jerry Eversole Commissioner Precinct Four
Jim Fonteno Commissioner Precinct Two	

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 1996, the Juvenile Board made significant changes to streamline the caseflow and the

provision of services by the Department. The members of the Juvenile Board are as follows:

Judge Robert Eckels County Judge Chairman	Judge Mary Bacon 338th District Court Buildings and Grounds Committee
Judge Pat Shelton 313th District Court Program Budget and Finance	Judge Kent Ellis 315th District Court Vice Chairman Program Juvenile Probation Liaison and Personnel Tri-Board
Judge Mary Craft 314th District Court Vice-Chairman Secretary Program Tri-Board	Judge Bill Henderson 311th District Court Budget and Finance
Judge Mark Davidson 11th District Court	

Juvenile Board Advisory Committee

The Advisory Committee provides invaluable citizen participation in the juvenile justice system, making recommendations and providing consultation whenever called upon. The committee consists of the following:

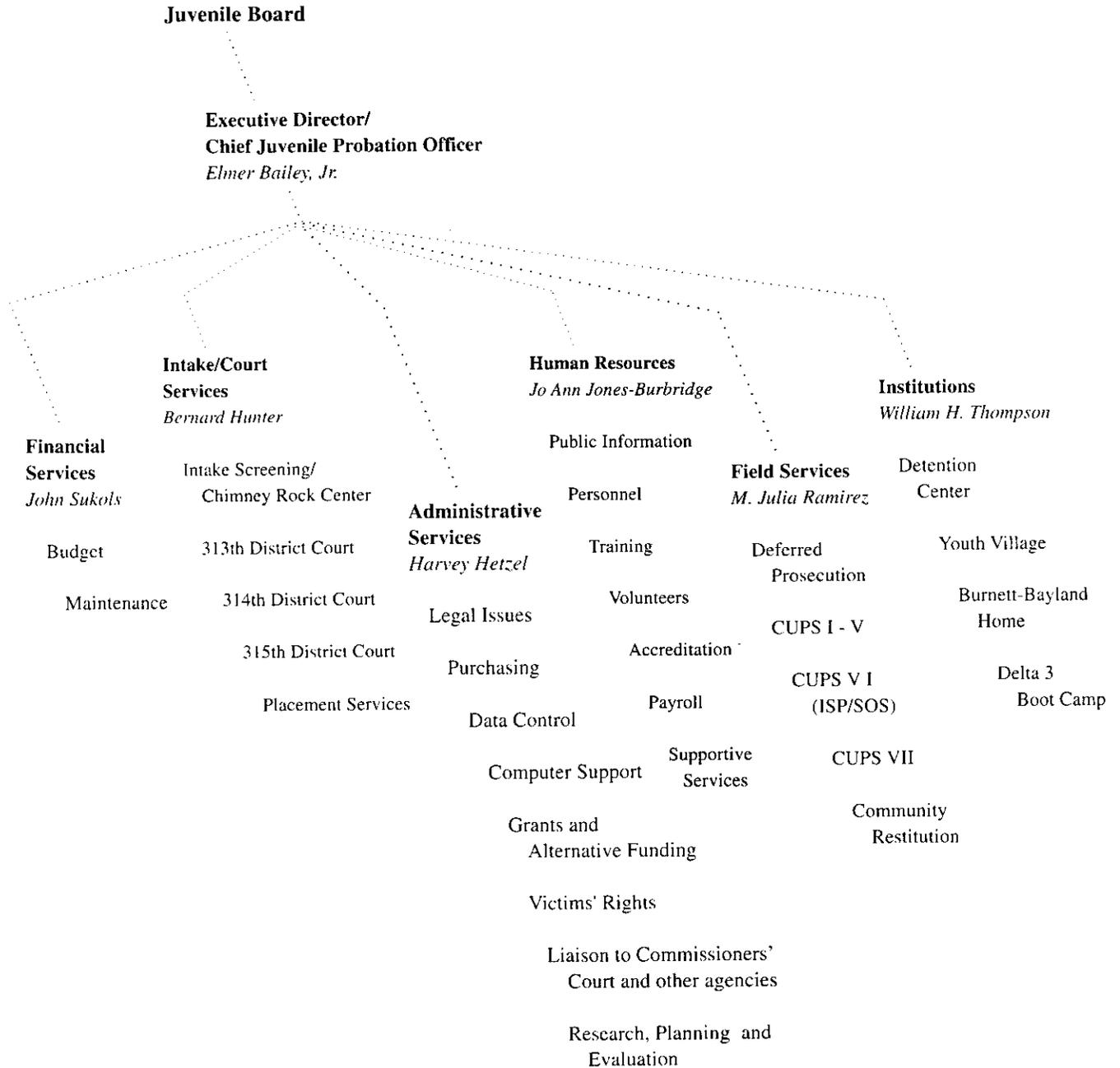
Joe Bart, Chairman Emeritus
Judge Robert B. Baum
Lorraine Cervantes
John G. Garza
Betsy Lee Mathis-Crow
Elizabeth Godwin
Dr. Regina Hicks
Shirley Hunter
Dr. Shirley Rose

Administrative Staff

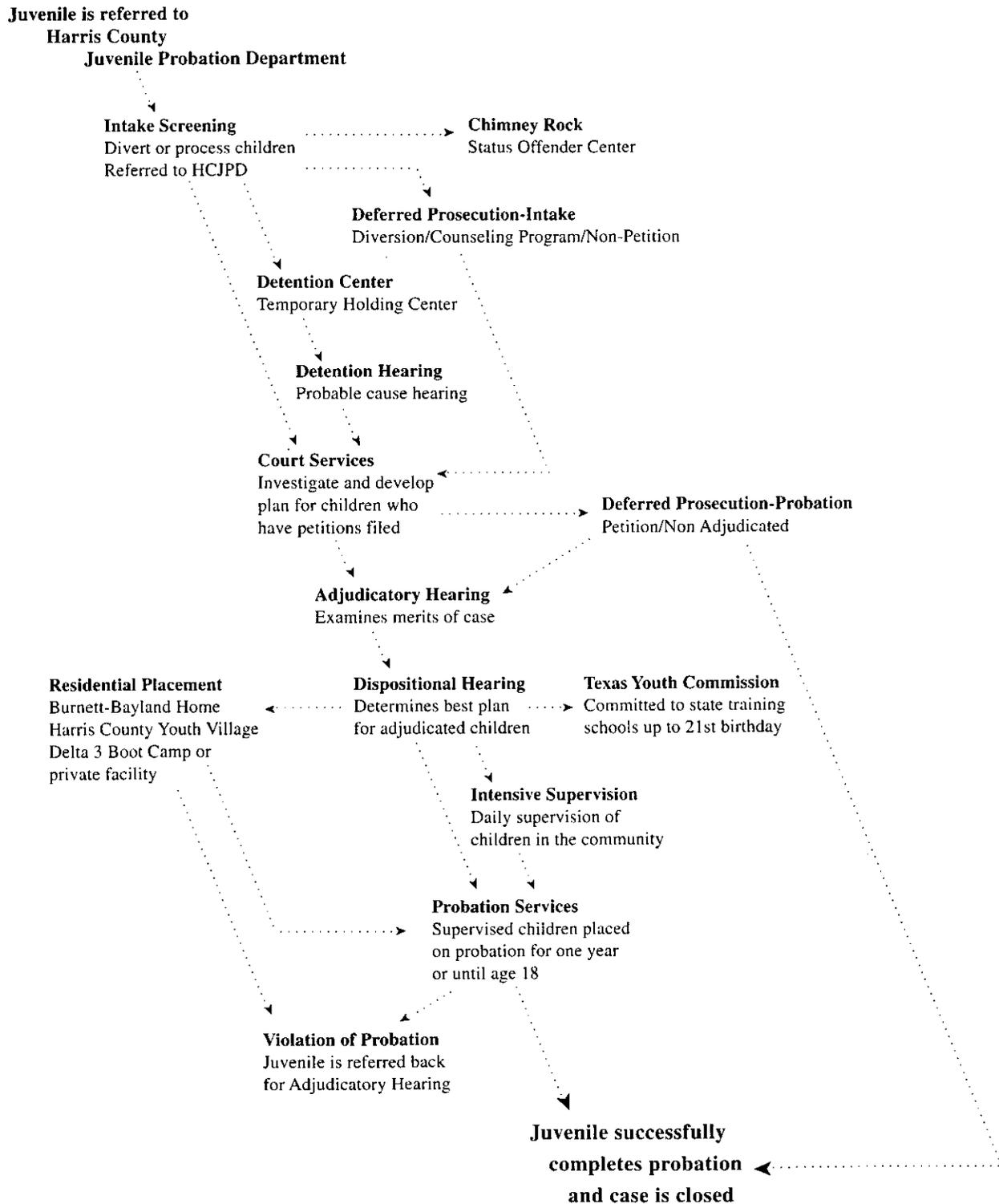
Executive Director, Chief Juvenile Probation Officer	<i>Elmer Bailey, Jr.</i>
Deputy Director of Administrative Services	<i>Harvey Hetzel</i>
Administrator of Data Control Systems	<i>Pam Boveland</i>
Deputy Director of Financial Services	<i>John Sukols</i>
Assistant Budget Officer	<i>Jerome Booker</i>
Deputy Director of Human Resources	<i>Jo Ann Jones-Burbridge</i>
Administrator of Training	<i>Keith Branch</i>
Administrator of Personnel	<i>Roslyn Beaty</i>
Deputy Director of Field Services	<i>M. Julia Ramirez</i>
Administrator, Deferred Prosecution Unit	<i>Cindy Jones-Geiger</i>
Administrator of CUPS I *	<i>Walter Jackson</i>
Administrator of CUPS II	<i>Izer Billings</i>
Administrator of CUPS III	<i>Beth Perez</i>
Administrator of CUPS IV	<i>Cheryl Conrad</i>
Administrator of CUPS V	<i>Luann McCoy</i>
Administrator of CUPS VI	<i>A. Kinney Garcia</i>
Administrator of CUPS VII	<i>Tom Brooks</i>
Deputy Director of Institutions	<i>John A. Peters (William H. Thompson 1997)</i>
Superintendent of Juvenile Detention Center	<i>James K. Martins</i>
Assistant Superintendent	<i>Joe Santana</i>
Superintendent of Harris County Youth Village	<i>Ronald Niksich</i>
Assistant Superintendent	<i>John Burgess</i>
Superintendent of Burnett-Bayland Home	<i>Linda Crocker</i>
Assistant Superintendent	<i>Terry Snow</i>
Superintendent of Delta 3 Boot Camp	<i>Larry Smith</i>
Assistant Superintendent	<i>Bert Carter</i>
Deputy Director of Intake Court Services	<i>Bernard Hunter</i>
Administrator, Intake Screening	<i>Bob Husbands</i>
Administrator, 313th District Court	<i>Ron Perren</i>
Administrator, 314th District Court	<i>Alice Sweeney-Herd</i>
Administrator, 315th District Court	<i>Genevieve Walls</i>
Administrator, Placement Services	<i>Debbie Williams</i>

*Community Unit Probation Services [CUPS]

Organization Chart



Case Flow Chart



Harris County Juvenile Probation Department

Intake Court Services Division

Intake Screening

Harris County law enforcement officers may take a juvenile to one of two intake units of the Juvenile Probation Department.

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

CRC is a central receiving and assessment center for troubled adolescents. It is a joint project of the TRIAD agencies which are Harris County Children's Protective Services (CPS), Mental Health and Mental Retardation Authority (MHMRA) and the Juvenile Probation Department.

Last year, juvenile probation intake staff at CRC provided screening, assessment, crisis intervention, counseling and services to 6,504 referrals involving status offenses (such as truancy, runaway and curfew violations) and Class C misdemeanors (such as alcohol violations). All other cases were reviewed at detention intake.

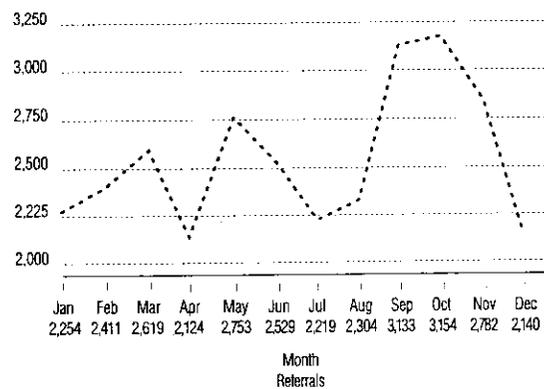
With the passage of House Bill 327 by the 74th Texas Legislature and the development of the Progressive Sanctions Guidelines, more staff was made available to work with the Level I and II cases. The goal of the Progressive Sanction Guidelines is to increase sanctions and supervision if a child repeatedly commits offenses indicating a trend. The Right Turn program at CRC provides staff to look for solutions for children at Level I who are running away, missing school and displaying other disturbing behavior.

Level II cases such as shoplifting, marijuana use or harassment are reviewed by the Juvenile Division of the District Attorney's Office. Some cases are returned to the Juvenile Probation Department for counseling and follow-up by both juvenile probation officers (JPO) and highly trained volunteers through the Deferred Prosecution program of Intake Screening. Families are asked to voluntarily sign a three month contract agreeing to supervision by the department and also participation in the Community Service Restitution program when appropriate.

When a youth is thought to present a threat to the community or to himself, or is likely to abscond before going to court, he will be held in detention. To prevent unnecessary detention, the in-custody diversion program concentrates on sending youths home when appropriate.

Intake also provides monthly workshops on drug and alcohol abuse and other topics and refers youths and families to many other agencies for assistance.

Number of Referrals by Month, 1996



Court Services

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

If a juvenile is found to be delinquent or a "child in need of supervision" (CHINS), he or she may be allowed to live at home under stringent rules of probation, placed in a residential facility or committed to the Texas Youth Commission (TYC).

Referrals by School District and Ethnicity - 1996

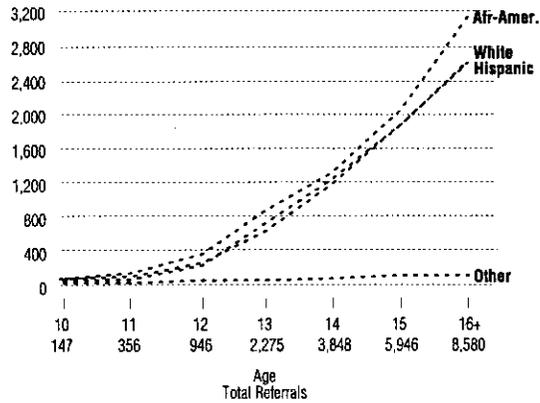
	Afr-Amer.	Hispanic	White	Other	Total
Aldine	780	425	363	55	1,623
Alief	899	406	362	85	1,752
Channelview	14	27	119	1	161
Clear Creek	30	28	227	11	296
Crosby	24	0	61	0	85
Cypress-Fairbanks	255	224	864	42	1,385
Deer Park	6	36	155	3	200
Galena Park	117	310	235	5	667
Goose Creek	173	227	337	9	746
Houston	4,251	3,398	967	57	8,673
Huffman	6	1	53	2	62
Humble	113	70	443	4	630
Katy	20	70	304	10	404
Klein	156	92	510	23	781
La Porte	30	22	200	2	254
North Forest	445	65	12	0	522
Pasadena	76	762	619	25	1,482
Pearland	0	1	4	0	5
Sheldon	34	18	59	0	111
Spring	132	63	331	10	536
Spring Branch	140	357	323	27	847
Stafford	0	2	4	0	6
Tomball	4	2	73	0	79
Waller	0	0	10	0	10
Private/Parochial	125	113	185	6	492
College/University	9	11	13	0	33
Out of County	187	121	176	8	492
H C Education Dept	46	101	92	1	240
Not Available	-	-	-	-	7,911
Total	8,072	6,952	7,101	386	30,422

Most Serious Offense Per Referral, 1994 - 1996

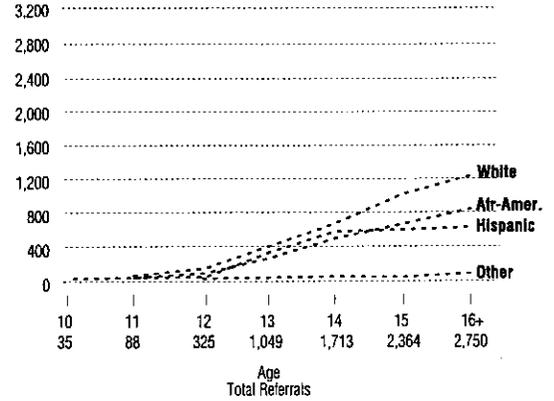
	1994	1995	1996
Murder	71	45	30
Arson	137	123	89
Assault			
Felony	666	636	363
Misd A/B	180	1,194	1,214
Misd C	3,073	2,695	2,597
Sexual Assault	181	152	147
Robbery	800	655	422
Burglary	1,966	1,869	1,498
Theft			
Felony	215	121	124
Misd A/B	2,720	2,736	2,469
Misd C	985	963	1,038
Auto Theft	517	357	236
Joyriding	774	843	503
Drugs			
Felony	675	752	566
Misd A/B	910	1,268	1,274
Misd C	384	338	223
Inhalants	44	55	32
Alcohol Misd B	NA	9	9
Alcohol Misd C	11	13	16
Other			
Felony	902	642	615
Misd A/B	4,928	3,904	3,146
Disorderly Conduct	403	309	205
City Ordinance	3,783	3,373	3,106
Violation of Probation	217	326	795
Runaway* (CHINS)	6,921	6,731	4,758
Other* (CHINS) Offense	371	545	383
TYC Runaways	177	159	197
Administrative Actions	2,019	2,762	4,367
Total	34,027	33,566	30,422

*Children in need of supervision (status offenses)

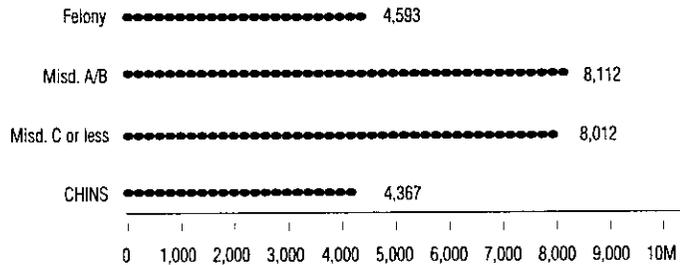
Referrals by Age and Ethnicity
Males, 1996



Referrals by Age and Ethnicity
Females, 1996



Types of Referrals, 1996



Court Activity, 1996

Disposition	Count
Certified to criminal court	174
Committed to Texas Youth Commission	625
Deferred Prosecution / Informal Adjustment	557
Determinate sentencing	49
Dismissed	57
Early termination of probation	171
Incentive completed	22
Mental health	4
Non-suit	1,628
Passed	797
Passed-writ issued	214
Probation	3,417
Probation / restitution	1,002
Other	624
Total	9,341

Referral Source, 1996

Baytown Police Department	1,354
Constable's Office	3,344
Harris County Sheriff's Department	3,021
Houston Police Department	12,660
Juvenile Probation Officer	1,644
Pasadena Police Department	1,088
Schools	5,300
Other	2,011
Total	30,422

Placement Services

When a juvenile must be removed from the home, the Placement Staffing Committee considers all available alternatives. Information is supplied by the JPO as well as a psychological and psychiatric evaluation by the forensic staff. Placement options are recommended to be included in the court report for the judge's consideration.

Placement Statistics, 1996

Residential Treatment Centers			
Community Correction. Inc.	39	Northwest Villa	5
Desert Hills	11	Recor-Kerrville Juvenile Detention Facility	33
Gulf Coast Trades Center	108	Riverside General Hospital	9
Hope Center for Youth	5	Sandy Brook Residential Treatment Center	7
House of Aces	2	Sheltering Harbour	9
Houston Recovery Center	1	Shoreline, Inc.	14
Incentive Boys Ranch	1	Tejas Home for Youth	6
J. Robinson Treatment Center	8	Unity Children's Home	2
Mary Lee Foundation	8	Vernon Drug Center	13
McDuffie's Adolescent Center	17		
Minola's Place	1	Total Numbers of Placed Youth *	301
Nikki Children's Home	2		

* This does not include the Harris County Youth Village, Burnett-Bayland Home or the Delta 3 Boot Camp.

Mental Health Mental Retardation Authority of Harris County, Evaluations for 1996

Psychologicals	901
Psychiatrics	380
Family Evaluations	8
Total	1,289

Institution Division

Four institutions are operated by the Probation Department: the Juvenile Detention Center; Burnett-Bayland Home, the Harris County Youth Village; and the Delta 3 Boot Camp.

Juvenile Detention Center

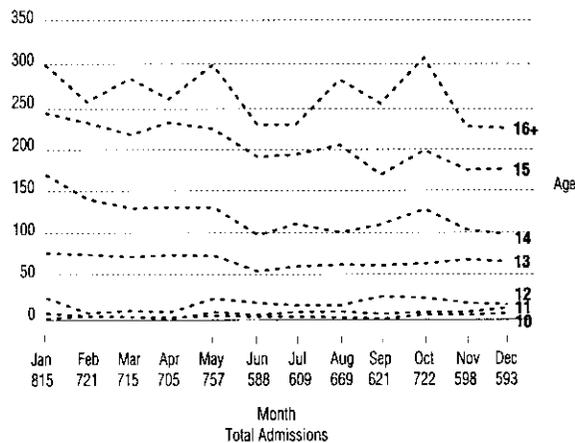
The Juvenile Detention Center is a secure, temporary residential facility for juveniles requiring a restricted environment while awaiting court action.

The Center features private sleeping rooms, multi-purpose activity rooms, gymnasiums, outdoor recreation areas, visitation and counseling areas, facilities for medical, dental, psychological and social services, a separate intake section and a courtroom. Advanced monitoring systems and architectural designs provide security and safety without bars.

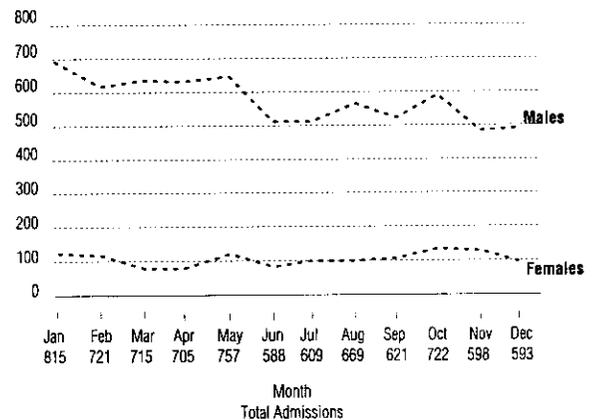
During their stay, juveniles undergo physical and psychological assessments, short-term therapy and crisis intervention. Recreation specialists provide daily physical education activities. Highly trained staff and volunteers work to promote feelings of self-worth, establish trust and teach juveniles to relate to others through structured unit activities.

The Houston Independent School District (HISD) provides a complete educational program focusing on remedial reading, language and math skills in which these students are generally deficient. Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, art and writing classes, tutoring and individual visitation. In 1996, 8,113 juveniles were held in detention.

Admissions to Detention by Month and Age, 1996



Admissions to Detention by Month and Sex, 1996



Most Serious Offense Per Referral to Detention, 1994 - 1996

	1994	1995	1996		1994	1995	1996
Murder	94	62	33	Drugs			
Arson	25	54	42	Misd A/B	159	327	447
Assault				Misd C	21	24	36
Felony	405	511	290	Inhalants	11	19	24
Misd A/B	30	554	586	Alcohol Misd C	1	2	11
Misd C	45	50	64	Other			
Sexual Assault	78	130	104	Felony	316	310	303
Robbery	603	653	393	Misd A/B	1,072	1,094	1,167
Burglary	688	999	801	Disorderly Conduct	181	185	148
Theft				City Ordinance	73	127	248
Felony	61	45	69	Violation of Probation	88	239	453
Misd A/B	380	592	833	Runaway* (CHINS)	179	262	238
Misd C	2	21	37	Other* (CHINS) Offense	17	29	23
Auto Theft	246	237	172	TYC Runaways	115	150	348
Joyriding	382	594	456	Administrative Actions	148	244	373
Drugs							
Felony	467	671	414	Total	5,887	8,185	8,113

*Children in need of supervision (status offenses)

Burnett-Bayland Home

Delinquent boys who do not require secure confinement may be placed by the court at Burnett-Bayland Home. In 1996, 256 boys lived at Burnett-Bayland in cottages on the 40-acre park campus. Although some of the residents attend local public schools and participate in extracurricular activities off-campus, many are taught on campus by HISD teachers who work with students in small classes. A photography class teaches residents to develop film as well as take pictures.

Family visitation is encouraged and parents participate in regular educational meetings and other activities.

Civic organizations and citizen volunteers enhance the program with tutoring, counseling, education and recreation including several excellent basketball teams. The Rotary Club of Houston continued its generous support by sponsoring the annual Christmas Party and several major events. The Harris County Sheriff's Department's Law Enforcement Against Delinquency (LEAD) program recruits volunteer deputies who act as mentors while the boys are at BBH and also after they go home.

Grant funds were acquired from the Texas Juvenile Probation Commission for construction of an additional facility on the BBH grounds with occupancy planned in 1998.

Harris County Youth Village

The Youth Village lake-front campus located in the Clear Lake area provides a secure environment for boys and girls placed there by a court order. In 1996, 475 juveniles stayed at the Youth Village. The program includes therapeutic, recreational, medical and drug counseling services.

An accredited school is operated by HISD on campus with a full academic and vocational curriculum including athletics, guidance and remedial education. With a low student-to-teacher ratio and an accelerated teaching pace, many students overcome major scholastic deficiencies during their stay.

In addition to academic, computer and vocational instruction, residents are taught important practical skills such as job hunting, budgeting, household management, parenting and coping skills.

Support from nearby communities continues to be very important to the operation of the Youth Village.

Delta 3 Boot Camp

The Delta 3 Boot Camp provides a residential correctional program for adjudicated males, ages 15 and 16, who have been classified as chronic repeat offenders. The trainees participate in a structured basic training program in three 60-day phases beginning with discipline and physical training followed by a stabilization phase. The first two phases of the Delta 3 Boot Camp are located on the fourth floor of the Houston Police Department's Westside Command Station. Phase III allows the boys to return home and attend school with intensive supervision by a special field services unit. They return on weekends for community service projects and counseling sessions. After successful completion of the first three phases, the trainees remain on probation in the community for an additional six months. Educational classes at the Westside Command Station are provided by teachers of the Alief and the Houston Independent School Districts. During 1996, 360 young men were assigned to the boot camp program.

Plans are underway for the construction of a permanent boot camp in west Harris County using a grant from the Office of Justice Programs of the U. S. Department of Justice in the amount of \$1,424,250 supplemented by funds from Harris County Commissioners' Court.

Probation Field Services Division

Most juveniles who go through the court system remain at home under probation supervision. The time period is usually one year but the court may lengthen probation time to age 18. Probation supervision and rehabilitative services for youth and their families are provided by the Field Services Division from 10 offices conveniently

Field Services Programs for 1996

Program	Description
Art Program	Youth learn to express themselves through visual arts and creative writing.
Drug Free Youth Program	Certified alcohol and drug abuse counselors are stationed in all satellite offices by the Houston Council on Alcoholism and Drug Abuse. They provide an assortment of interventions to those with substance abuse problems.
Educational Workshops	Workshops for youths and families on various topics.
Incentive Program	A voluntary program that may shorten the probationary period.
MADD Victim Impact Panel	Workshops for probationers and families intended to show the real consequences of drinking and driving presented by Mothers Against Drunk Driving.
Mentor Program	Prominent community leaders and professionals provide positive role models for probationers.
Parent Training	Workshops in which parents are taught parenting skills.
Peer Pressure Workshops	Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.
Prohibited Weapons Workshops	Houston Police Department workshops which teach consequences of possession of illegal weapons.
Restitution	Community service work by probationers at sites throughout the county arranged by Field Services Coordinator.
TDCJ Outreach Program	Youth visit the Institutional Division of the Texas Department of Criminal Justice in Sugar Land and Dayton to learn realities of prison life.
Therapeutic Counseling	Professional, licensed therapists provide counseling to probationers and their families.
Vision Care	University of Houston, School of Optometry screens and examines youth providing glasses and treatment.
Wings	Educational specialists advocate for juveniles to keep them in school, to reinstate them if expelled or to arrange completion of GED requirements and career planning.
YEES	(Youth Education and Employment Services) Tutorial, remedial, pre-employment training and GED preparation is provided to probationers.

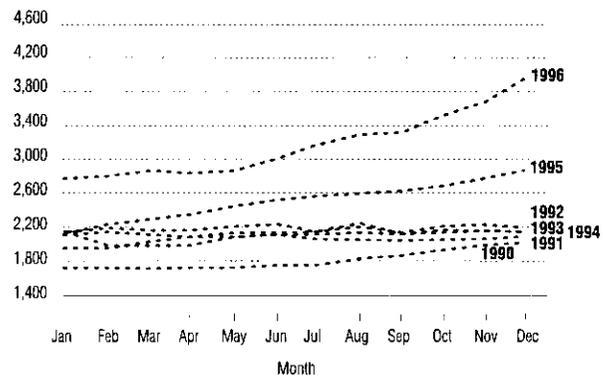
located throughout Harris County.

When a juvenile has been declared delinquent and is placed on probation, the court sets rules of probation.

General rules include assigning community service, restitution hours, reporting change of address, attending school or holding a job, not leaving the county without the probation officer's permission, curfew hours, restrictions on motor vehicle use and submitting to drug testing upon request. In addition, monetary restitution may be required and the juvenile may be referred to counseling and educational programs.

In 1996, the state funded an additional 60 juvenile probation officers to decrease caseloads and allow increased supervision of youth. Approximately 3,500 youths were under supervision each month in 1996.

Probation Cases Under Supervision, 1990-1996



Deferred Prosecution

Generally, juveniles referred by the courts to the Deferred Prosecution Probation program (formerly Informal Adjustment) are younger, non-violent offenders to whom the court may offer the option of voluntary participation.

Deferred Prosecution guides youth through six months of specialized programs, intensive counseling and supervision aimed at diverting them from the juvenile justice system.

Drug-dependent youth are referred for therapy and education. Other services include parent-training workshops, AIDS education and peer pressure programs designed to teach juveniles to act responsibly. Upon successful completion of their Deferred Prosecution contract, the case is dismissed and adjudication is avoided. In 1996, 565 juveniles participated in the Deferred Prosecution program.

Intensive Supervision

The Intensive Supervision Program (ISP/SOS) is intended to divert high-risk youth from the state institutions of the Texas Youth Commission while redirecting their lives through a program of close supervision and rehabilitation. This program is administered by juvenile probation officers and human service professionals who work with trained volunteers and student interns as well as community and civic groups. Each ISP participant must have a home and adequate supervision by parents or significant adults. After placement in the program by the courts, each participant is contacted daily by a probation officer.

The "Super Saturday" events demonstrate the flexibility and creativity of the ISP program. Probationers and parents meet with tutors, counselors and other service providers for special sessions and workshops. In 1996, 685 juveniles were placed in the ISP program and a total of 912 juveniles received services during the year.

Financial Services Division

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

In 1996, the department operated with a combined budget of \$37,526,661. The funds were received from four primary sources: Harris County Commissioners' Court, Texas Juvenile Probation Commission, the Criminal Justice Division of the Governor's Office and grants from private sources.

1996 Budget

Harris County Commissioners' Court	\$ 25,666,686
Texas Probation Commission	
State Aid Grant to Counties	1,380,093
Community Corrections Funding	3,560,763
Progressive Sanctions Funding	1,365,324
Secure Residential Facility Construction	
Grant at Burnett-Bayland Home	3,974,170
State Funding for Delta 3 Boot Camp	987,300
Criminal Justice Division of Governor's Office	
Purchase of Services Grant	370,900
Other Funding Sources	
Swalm Foundation/Volunteer Coordinator Grant	40,265
MHMRA of Harris County (Family Preservation)	44,290
Brown Foundation Visual Arts Program	80,000
Junior League of Houston, Inc.	8,870
Rockwell Fund, Inc. (Gang Intervention)	10,000
Communities in Schools Grant	38,000
	<hr/>
Total	\$ 37,526,661

*This figure represents the allowed amount for the fiscal year March 1, 1996 through February 28, 1997.

Administrative Services Division

The Administrative Services Division consists of Data Control, Computer Support, grants and alternative funding, victims' rights, legal issues, purchasing and liaison functions with Commissioners' Court and other agencies.

Data Control Systems

As cases move through the juvenile justice system, the Data Control Systems Unit keeps the master file on each case maintaining the department's automated tracking system and entering the initial demographic information and alleged offense. From this point, staff throughout the agency update case information to keep records complete. Legislatively mandated progressive sanctions and reports associated with this requirement called for the creation of the Juvenile Offense Tracking (JOT) system. Law enforcement agencies enter information and fingerprints into an automated system referring cases directly to the Harris County District Attorney's Office, Juvenile Probation Department and the courts.

Computer Support Services

Computer Support Services is responsible for operation and maintenance of all personal computers and associated equipment used throughout the department. Plans were developed for acquisition of equipment to replace the department's aging local area network (LAN) systems with a high speed wide area network (WAN) system featuring communication between all offices of the department and access to the Harris County mainframe computer and other county departments. Installation of 281 personal computers, high speed communications capability and internet access will be completed in 1997.

Research, Planning and Evaluation

The Research, Planning and Evaluation Unit, supervised by the Office of Financial Services until June, maintains and analyzes data to ensure responsiveness to the needs of juveniles referred to the department. This information is used to monitor trends, develop special programs and services, write grant proposals and identify staff and funding needs. In addition, this unit reviews and reports on research inquiries from other agencies to ensure a functional coordination of services throughout the community.

Human Resources Division

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. The Personnel Unit also maintains employment records for all department staff. At the end of 1996, the department employed 692 persons.

Supportive Services

The Supportive Services Unit handles payroll, insurance benefits, staff identification, office inventories, general supplies, mail and courier services and the print shop. Planning for the installation of a new telephone system was coordinated by Supportive Services staff.

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 with 16 hours for support staff.

The Training Unit researches, coordinates and provides training programs for detention workers, secretaries, computer personnel, administrative staff and all probation officers.

Training topics included legislative update, CPR, gangs, victims' rights, computer proficiency, domestic violence, grief and loss, first aid, HIV/AIDS, management training, multi-cultural awareness and others. In 1996, over 370 workshops provided 4,186 training hours.

Staff coordinate the development of written policies and procedures establishing the Department's goals, objectives and standard operating procedures. These are used to maintain the standards set by the Texas Juvenile Probation Commission and the American Correctional Association (ACA) for the operation of the Department and its facilities. The department was found in 100 per cent compliance of both mandatory and non-mandatory standards by the ACA following its audit in June.

Volunteers

The department is grateful for the many volunteers who donate their time and valuable talents. Carefully screened and trained, these volunteers enabled the department to provide highly specialized, personal attention to juveniles. During 1996, 153 volunteers from the community volunteered 5,628 hours throughout the department including institutions and field offices. An additional 54 volunteers working with Special Youth Services staff provided 12,672 hours of counseling, visitation and religious services at all of the department's institutions. Over 60 Sheriff's Department volunteers serve as mentors at the Burnett-Bayland Home.

Two other organizations recruit, train and coordinate many of the department's volunteers:

Junior League of Houston, Inc. volunteers worked 3,141 hours counseling children and families in 1996. The value of their services is estimated at almost \$38,069. Sixty-five well-trained volunteers provided their skills and support to programs and services including interviewing and counseling in the intake division, parent education, tutoring and drug counseling. In addition, Junior League of Houston, Inc. generously contributed \$8,870 to assist the art program and other specific areas of the department.

Crossroads: Community Partnership for Youth, Inc., a non-profit United Way agency, provides mentoring for youth referred to them. Crossroads volunteers perform recreational, educational and community services with

their youth. In 1996, the 229 Crossroads volunteers donated 24,274 hours of service valued at \$11.58 per hour, or \$281,093.

These volunteer programs integrate the community with the agency—a partnership which enables the department to meet mutual goals of providing quality services to redirect the lives of many youths in Harris County.

Student Interns

A total of 74 students from area colleges and universities participated in the department's student intern program in 1996. They worked throughout the agency in a variety of positions, receiving training and experience in juvenile corrections. Interns provided 11,343 hours of service.

Public Information Office

The goals of the Public Information Office are to increase public understanding of juvenile corrections and to build community support for the agency's mission. The Public Information Office is responsible for providing meaningful and accurate information to the news media, other agencies, public officials, academic institutions and interested citizens. The "Dare to Dream" program coordinated by the Public Information Office brings astronaut Dr. Bernard Harris, Jr. to school children in a volunteer-supported education program. The office also works with HISD to coordinate appearances of prominent citizens and cultural groups in the "Voices for Choices" program for use in detention.

The office provides quick response to media inquiries, produces the annual report, community and staff newsletters, and other publications; and works to maximize public and media access to the juvenile justice system within legal constraints.

Credits

Design and production supervision: Ed Haapaniemi / Haapaniemi Design

Narrative: Carole Allen

Printing: Brunswick Press

Front cover photograph: Nash Baker, Nash Baker Photography

Narrative photography: Ed Haapaniemi

Harris County Juvenile Probation Department

3540 West Dallas

Houston, Texas 77019

713 / 512-4100