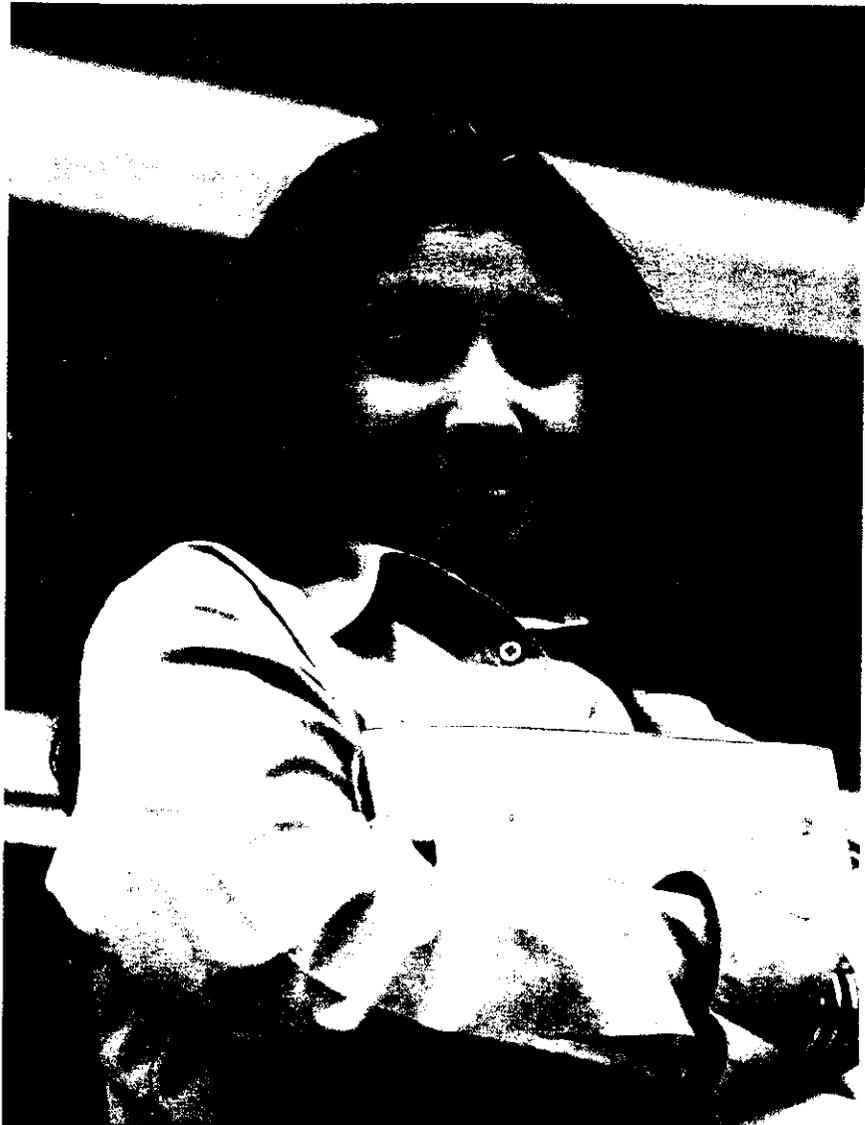


turning points



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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.

March, 1999

To the Citizens of Harris County:

Statistics for 1998 show tremendous decreases in juvenile crime and are gratifying to the members of the Harris County Juvenile Board. Tough sentencing by the district judges who handle juvenile cases, unceasing supervision by the staff of the Juvenile Probation Department and several innovative county initiatives are showing positive results. The Juvenile Justice Alternative Education Program (JJAEP), the countywide gang task force, the juvenile curfew and the addition of more than 250 patrol deputies are combining to send a strong message to our youth and their parents.

Troubled students who were expelled from school no longer have idle time to encounter crime on the streets of Houston because they are attending the JJAEP school designed to help them achieve success. The new Harris County Charter Schools, which operate all year in all of the Juvenile Probation facilities, are focused on helping at-risk students catch up academically before returning to their neighborhood schools

The work being done and the resources spent for juvenile justice have a greater goal than merely reducing numbers on a chart. We want to provide opportunities for juvenile probationers so they can become productive members of society. Our hope is that all young people who have made mistakes that brought them into the juvenile justice system will take advantage of the chance to change. We want them to reach positive turning points and move on to successful lives.

Robert Eckels

County Judge

March, 1999

From the Executive Director.

On the following pages, you will find examples of young people who made choices, both good and bad, that affected their lives and those around them forever.

We've all had our turning points, our defining moments, our brushes with fame and with misfortune. Often what separates us is simply whether we see those moments as challenges and opportunities or as obstacles, and then how we use them. The choices we make, right or wrong, are crucial because they can have consequences that last a lifetime.

The juvenile justice system and those who work in it see young people at difficult times in their lives, when they are most vulnerable. They offer them opportunities to make positive changes. Those opportunities and turning points often create a good citizen, a success. That is what we all strive for, making successes.

I continue to be very proud of the staff at the Harris County Juvenile Probation Department. These men and women devote their entire careers to ensure that youth have their chances at turning points and don't squander those chances.

Elmer Bailey, Jr.

Executive Director

## **Turning Points**

*Turning points in life often come when least expected or even wanted. In the case of a juvenile offender, a turning point can be positive or tragic.*

The judges of the juvenile courts and the staff of the Harris County Juvenile Probation Department know about turning points. By carefully crafting probation rules that give structure and direction, the judges set the stage for positive experiences for the juveniles who stand before them.

After a petition has been filed charging a juvenile with an offense, there are interviews and consultations between the youth, parents or guardians and professionals. There are a number of options to be considered unless he or she is transferred to the Texas Youth Commission or to an adult court. If removal from the home is needed, the juvenile may be sent to a county residential facility or to a private placement. A stay at the county's new Burnett-Bayland Reception Center allows time for careful evaluation. Youth with special needs may stay longer for treatment in the drug abuse or sex offender programs. Other young offenders may go directly home on probation with rules set by the judge to assist parents about school, friends and activities.

Sometimes there is a positive turning point during the subsequent months of probation with its work-shops, counseling sessions and visits with a probation officer. It might come as a conscious decision to stay in school and find new friends or to quit drinking or doing drugs.

"Many of my clients finish their probationary period and try to forget about it. Years later, they realize there had been a turning point or a series of events that set them straight," said one veteran probation officer. "Then I might get one of those unforgettable calls from a young man or woman who just wants to say thanks."

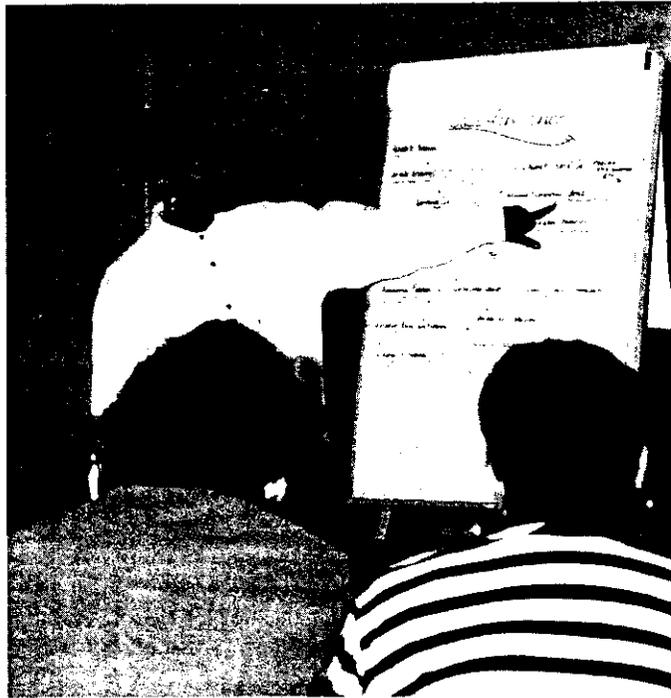
*Mike, Louis and Anna each had dramatic turning points that we can describe. Their names have been changed but their stories are true.*



A Harris County constable handcuffed Mike and his two friends and ordered them into the backseat of his patrol car. Mike couldn't believe what was happening. The three of them had been cruising around the neighborhood and started pushing over mailboxes just for laughs. After a few mailboxes were down, someone called a constable. After that, things happened fast. Mike was shocked when a search of his friend's car uncovered some marijuana.

Mike had never been in serious trouble before but now his name was listed in juvenile justice records across the state. He went to court and was placed on probation for a year. Mike had curfew hours and lost much of his personal freedom. A juvenile probation officer checked on him at school, at home, day in and day out, and he had to work out 100 community service hours to pay for the damage he had done.

*Mike was humiliated when he was arrested and placed on juvenile probation. He vowed never to make such a mistake again. It was his turning point.*



Anna was 16 and struggling to care for a new baby. She wanted to finish school but there seemed no way now; she was in trouble with the law. One day an older friend encouraged Anna to take things from a store for her baby although she didn't have the money to pay for them. She was stuffing clothes and toys into her baby's diaper bag when a security officer stopped her; her friend quickly disappeared. Anna was arrested for shoplifting . . . upset, alone and scared.

A few days later, a juvenile court judge helped her to change the direction of her life. She was sent home on probation with a number of rules to follow. She would have to repay the store for the items she had stolen and she would be ordered to stay away from old friends who were in gangs. There would be workshops to attend and classes on parenting, too. Next, Anna's juvenile probation officer encouraged her to transfer to a high school where child care would be provided for her baby while she attended classes. After Anna graduated and registered for junior college, she called her probation officer just to let her know she was doing fine.

*"Changing high schools was my turning point," Anna said. "I could concentrate on my class work because I had help with my baby. And I made new and better friends."*



At 15, Louis had been to juvenile court three times. Before being caught with a weapon, his records showed that he had skipped school, run away, been arrested for selling drugs in his neighborhood and for stealing a car. Louis was a challenge to the judge who tried to help him through the pitfalls of growing up in a neighborhood ruled by gangs. Despite going to a few educational workshops and counseling sessions with his mother, he kept falling back into bad habits, staying out late and "hanging with the boys."

Early one summer morning, Louis violated his curfew and other Rules of Probation the judge had given him. He was in the company of boys he knew from an old gang. As they drove along, one of them carelessly handed Louis a handgun. It fired, striking him in the head. Louis' mother and his probation officer walked the long halls of the hospital for endless hours waiting for his surgery to be over, but he never woke up.

*Tragically, Louis missed his turning point but many others do not.* Juveniles who have committed serious offenses, school dropouts, rebellious teenagers with desperate parents and other families who just can't cope can benefit from probation. When they take advantage of the rules, structure and opportunities offered by the Harris County juvenile justice system, wayward youth can learn many useful life lessons.

Juvenile Probation Department files contain thousands of other names, crimes and life stories. The former offenders may have forgotten about these old problems but as adults they are reaping the rewards of their positive turning points.

## 1998 Highlights

County Judge Robert Eckels presided at the official grand opening of the new Burnett-Bayland Reception Center in June. The Superintendent is Terry Snow with Donald Clemons as Assistant Superintendent.

Staff of the year who were chosen by their colleagues and honored at the October 16 General Staff Meeting are:

*JPO of the Year:* Linda Gutierrez, 314th Court

*Institutional Worker of the Year:* James Davis, Burnett-Bayland Home

*Staff Services Employee of the Year:* Daron Gilmore, Human Resources

*Boss of the Year:* Loretta Tigner, Harris County Youth Village

The Harris County Charter Schools opened in all facilities of the department to begin the fall 1998 semester.

The new Delta 3 Boot Camp construction is progressing on the Katy-Hockley Road in west Harris County with its opening planned in early 1999.

The Pre-adjudication Team (PAT) began work in January to provide intensive supervision to juveniles who can be released from detention to await their court date.

The 1997 Annual Report was chosen "Best Overall Annual Report" in the state by the Texas Probation Association.

The new Education Complex opened for classes at the Harris County Youth Village.

The Harris County Commissioners' Court voted a three-percent cost of living increase for all county-funded positions effective January 1, 1999. Qualifying staff received level increases following the Performance Review results.

The Community Service Restitution Program was chosen as one of the Mayor's Proud Partners Award winners for the work of juvenile probationers. The project involved painting a Care Center for the mentally ill and homeless.

Marge Costanzo, Site Manager of the Detention Center Charter School, was honored at the annual conference of the Texas Corrections Association in Fort Worth in June. Marge was chosen as a "TCA Star" for her work as an educator in the Juvenile Detention Center.

Staff from the Juvenile Probation Department, Harris County Children's Protective Services (CPS) and the Mental Health and Mental Retardation Authority working as partners in the TRIAD Prevention Program at Chimney Rock Center now report to Executive Director Joel Levine of CPS.

The Families Forward Program developed by the department and the ESCAPE Center presents information to parents about the juvenile justice system.

The Phoenix Project which is funded by the Mayor's Anti-Gang Office and offered through AAMA (Association for the Advancement of Mexican Americans) informs parents of gang members about the challenges they face.



## 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, Field Services Operations . . . . .	<i>Luann McCoy</i>
Administrator of CUPS I * . . . . .	<i>Diana Johnson</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>James Redic</i>
Administrator of CUPS VI . . . . .	<i>Susan Bonich</i>
Administrator of CUPS VII . . . . .	<i>Tom Brooks</i>
Administrator of CUPS VIII . . . . .	<i>Nate Sumbry</i>
Deputy Director of Institutions . . . . .	<i>William H. Thompson</i>
Administrator of Institutions . . . . .	<i>Marilyn Broussard</i>
Superintendent of Juvenile Detention Center . . . . .	<i>Robert Husbands</i>
and Intake Screening	
Assistant Superintendent . . . . .	<i>Joe Santana</i>
Superintendent of Burnett-Bayland Home. . . . .	<i>Linda Crocker</i>
Assistant Superintendent . . . . .	<i>John Kandeh</i>
Superintendent of Burnett-Bayland Reception Center . . . . .	<i>Terry Snow</i>
Assistant Superintendent . . . . .	<i>Donald Clemons</i>
Superintendent of Delta 3 Boot Camp . . . . .	<i>Larry Smith</i>
Assistant Superintendent . . . . .	<i>Bert Carter</i>
Superintendent of Harris County Youth Village . . . . .	<i>Ronald Niksich</i>
Assistant Superintendent . . . . .	<i>Mark Gulnac</i>
Deputy Director of Intake Court Services . . . . .	<i>Bernard Hunter</i>
Administrator, PAT/Deferred Prosecution . . . . .	<i>Alice Sweeney-Herd</i>
Administrator, 313th District Court . . . . .	<i>Genevieve Walls</i>
Administrator, 314th District Court . . . . .	<i>Terry McGee</i>
Administrator, 315th District Court . . . . .	<i>Ron Perren</i>
Administrator, Placement and Related Services . . . . .	<i>Debbie Williams</i>

\*Community Unit Probation Services [CUPS]

## Organizational Chart

### Juvenile Board

Executive Director/Chief Juvenile Probation Officer

*Elmer Bailey, Jr.*

#### Financial Services

*John Sukols*

Budget  
Maintenance  
Purchasing  
Supportive Services

#### Intake Court Services

*Bernard Hunter*

Pre-adjudication Team  
Deferred Prosecution  
313th District Court  
314th District Court  
315th District Court  
Placement Services

#### Administrative Services

*Harvey Hetzel*

Data Control Systems  
Grants and Alternative Funding  
Information Systems  
Legal Issues  
Liaison to Commissioners' Court and other agencies  
Research  
Technology Resources  
Victims Rights

#### Institutions

*William H. Thompson*

Intake Screening  
Detention Center  
Burnett-Bayland Reception Center  
Burnett-Bayland Home  
Delta 3 Boot Camp  
Harris County Youth Village

#### Field Services

*M. Julia Ramirez*

Community Probation Service Units (CUPS)  
CUPS I - Southeast  
CUPS II - Northeast  
CUPS III - Pasadena  
CUPS IV - Northwest  
CUPS V - Southwest  
CUPS VI - Intensive Supervision Countywide  
CUPS VII - Aftercare Special Supervision Units Countywide  
CUPS VIII - West Houston  
Community Service Restitution  
JPOs assigned to JJAEP

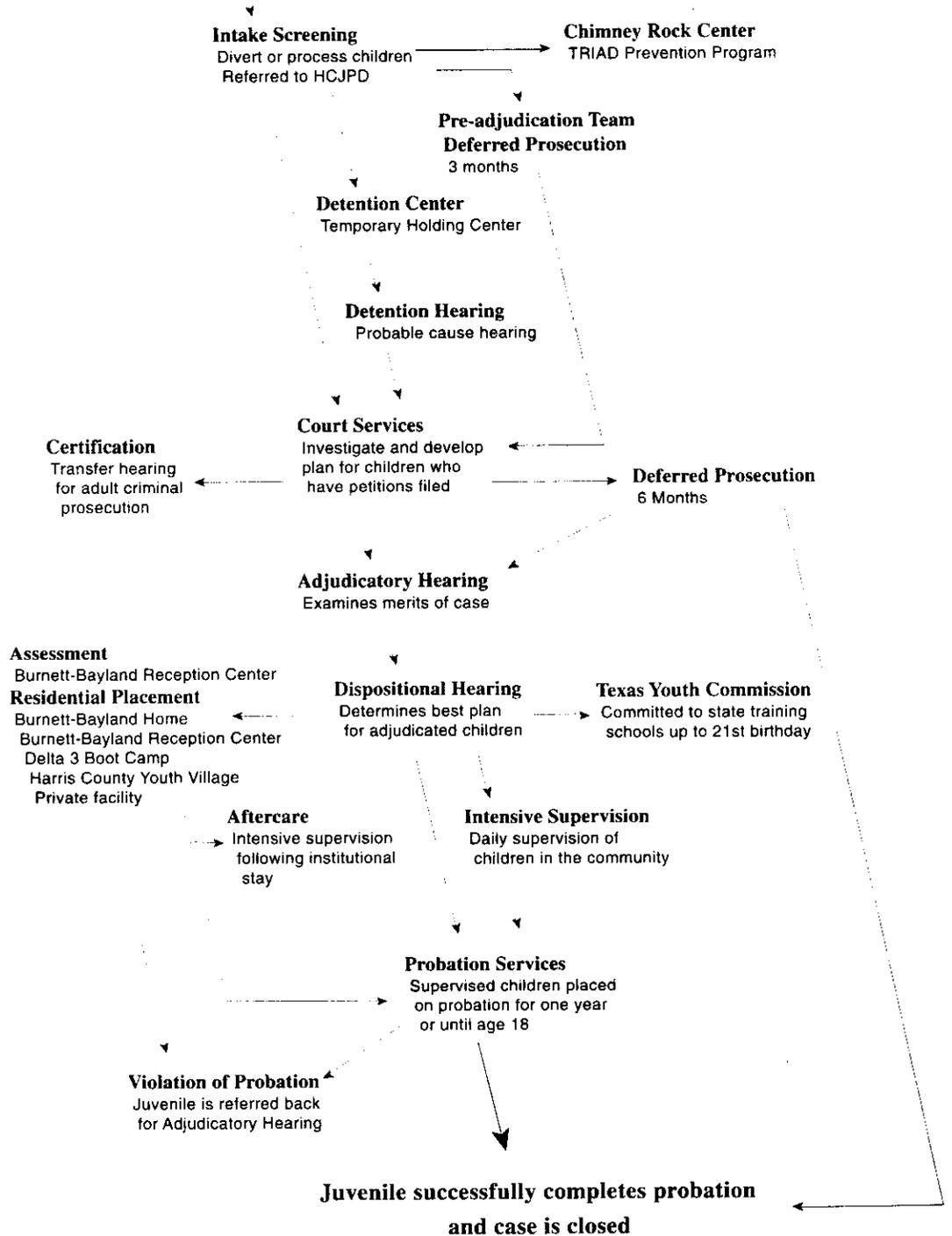
#### Human Resources

*Jo Ann Jones-Burbridge*

Accreditation  
Payroll  
Personnel  
Public Information  
Training

## Case Flow Chart

**Juvenile is referred to  
Harris County Juvenile Probation Department**



### **Triad Prevention Program**

The Chimney Rock Center (CRC) is a 24 hour intake center for youth, ages 10 to 16, who are apprehended for status offenses such as runaway, truancy and curfew or Class C Misdemeanors (theft, assault, disorderly conduct or public intoxication) and those who are in need of supervision. (These offenses are classified by Juvenile Probation as Progressive Sanction Level I cases. If a child repeatedly commits offenses, Progressive Sanction guidelines recommend increased penalties and supervision.) At CRC, services include screening and assessment, crisis intervention, counseling, emergency shelter, referrals and follow-up. The Juvenile Probation Department, Harris County Children's Protective Services (CPS) and the Mental Health and Mental Retardation Authority are partners in the TRIAD Prevention Program. The TRIAD executive director reports to CPS. In 1998, CRC staff provided services to 3,996 Progressive Sanction Level I referrals.

### **Intake Court Services Division**

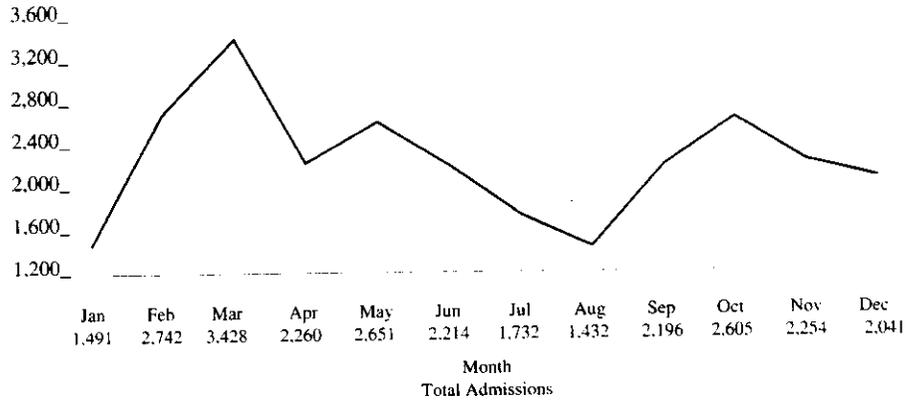
#### *Deferred Prosecution (3 month program)*

The Juvenile Division of the District Attorney's Office reviews Progressive Sanction Level II cases such as shoplifting, marijuana use or harassment. They return some cases to the Juvenile Probation Department for counseling and follow-up by both juvenile probation officers (JPO) and highly trained volunteers from the Junior League of Houston. Families are asked to sign a three-month contract under which they agree to supervision by the department as an alternative to a formal court hearing. These youth receive counseling, attend monthly workshops, participate in the Community Service Restitution program and are required to report regularly on their progress. They are often referred to other agencies for additional assistance.

#### *Deferred Prosecution (6 month program)*

The court offers Deferred Prosecution to juveniles who are younger, non-violent offenders. The program guides them through six months of specialized programs, intensive counseling and supervision aimed at avoiding adjudication and diverting them from the juvenile justice system. Parent-training workshops, AIDS education and peer pressure programs are designed to teach juveniles to act responsibly. Drug-dependent youth are referred for therapy and education. A Legal Awareness Workshop (LAW) is presented by a judge, attorney, police officer and other professionals. Upon successful completion of their Deferred Prosecution contract, the case can be dismissed. In 1998, an average of 535 juveniles participated in the Deferred Prosecution program each month.

NUMBER OF REFERRALS BY MONTH, 1998



*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 may be used with other information to aid the judge in determining a suitable disposition by including details about the youth's physical and emotional status as well as school and family circumstances. If a juvenile is found to have engaged in delinquent conduct, he or she may be allowed to live at home under stringent rules of probation, placed in a residential facility, county institution or committed to the Texas Youth Commission (TYC).

*Pre-adjudication Team (PAT)*

A new JPO team began work in January to provide intensive supervision to juvenile offenders who can be released from detention to await their court date. This team ensures that the Detention Center has beds available for serious offenders who must be detained. Experienced officers work dawn-to-dark hours every day to monitor juveniles who are awaiting court. During 1998, the team handled over 350 cases with considerable savings in bed space and associated care in the Detention Center.

*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 MHMRA forensic staff. Placement options are recommended to be included in the court report for the judge's consideration. A special unit reviews all cases for possible federal reimbursement from Title IV-E funds. In 1998, a total of \$725,087 was requested for reimbursement from the federal government.

MENTAL HEALTH MENTAL RETARDATION  
AUTHORITY OF HARRIS COUNTY

Evaluations for 1998

Psychological Screenings	1,068
Full Psychological Evaluations	265
Psychiatric Evaluations	472
Family Evaluations	4
 Total Evaluations	 1,809

MOST SERIOUS OFFENSE PER REFFERAL,  
1996 - 1998

	1996	1997	1998
Murder	30	18	16
Arson	89	34	23
Assault - Felony	363	317	286
Misd A/B	1,214	1011	1015
Misd C	2,597	3160	2556
Sexual Assault	147	112	95
Robbery	422	383	275
Burglary	1,498	1218	1058
Theft - Felony	124	94	90
Misd A/B	2,469	2187	2028
Misd C	1,038	1073	563
Auto Theft	236	119	90
Joyriding	503	357	346
Drugs - Felony	566	669	679
Misd A/B	1,274	1108	1021
Misd C	223	238	200
Inhalants	32	41	31
Alcohol Misd B	9	1	0
Alcohol Misd C	16	18	19
Other - Felony	615	508	386
Misd A/B	3,146	2381	2051
Disorderly Conduct	205	179	110
City Ordinance Violations	3,106	3593	2051
Violation of Probation	795	1177	1295
Runaway* (CHINS)	4,758	7985	4767
Other* (CHINS) Offense	383	530	552
TYC Runaways	197	221	251
Administrative Actions	4,367	5960	5192
 Total	 30,422	 34692	 27046

\*Children in need of supervision (status offenses)

PLACEMENT STATISTICS, 1998

Residential Treatment Centers

Community Corrections, Inc.	27
CSC/Colorado County Boot Camp	21
Crestview (Creative Options)	4
Depelchin	3
Desert Hills of Texas	13
Forest Springs	2
Guadalupe Homes	1
Gulf Coast Trades Center	54
Hope Center for Youth	10
House of Aces	11
Jaycee's Children's Center	4
Kerr County Juvenile Detention	63
Krause Center	28
Mary Lee Foundation	2
McDuffie Adolescent Center	22
Minola's Place	6
Nikki Children's Home	4
Northwest Villa	7
Sandy Brook Residential Treatment Center	27
Sheltering Harbour	7
Shoreline, Inc.	27
T.A.M.I House	1
Tejas Home for Youth	10
Vernon Drug Center	11
Waymaker	5
 Total Number of youth placed	 370*

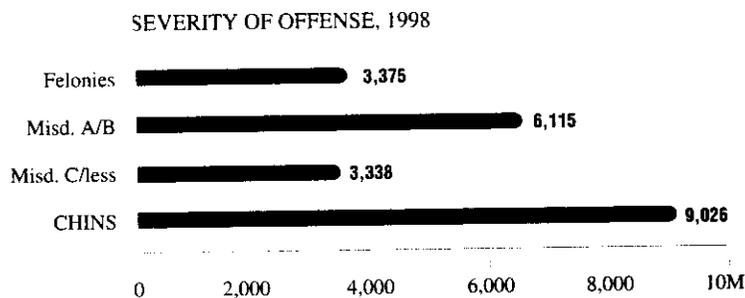
\* This does not include the Harris County Youth Village, Burnett-Bayland Home or the Delta 3 Boot Camp.

REFERRALS BY SCHOOL DISTRICT AND ETHNICITY - 1998

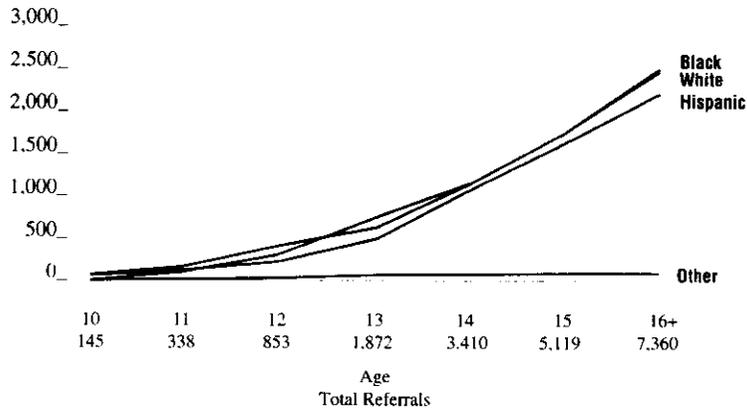
	Afr-Amer.	Hispanic	White	Other	Total
Aldine	531	348	265	19	1,163
Alief	537	306	170	51	1,064
Channelview	21	32	70	0	123
Clear Creek	24	44	166	13	247
Crosby	16	0	59	0	75
Cypress-Fairbanks	144	247	694	55	1,140
Deer Park	3	39	139	0	181
Galena Park	110	234	125	3	472
Goose Creek	94	119	208	1	422
Houston	2,747	2,126	872	29	5,774
Huffman	4	7	22	0	33
Humble	57	30	248	8	343
Katy	30	53	262	8	353
Klein	161	57	320	28	566
La Porte	15	9	62	0	86
North Forest	332	29	16	0	377
Pasadena	30	490	498	11	1,029
Pearland	0	3	3	1	7
Sheldon	19	21	61	0	101
Spring	129	67	230	12	438
Spring Branch	57	231	217	19	524
Stafford	0	3	4	0	7
Tomball	6	2	21	0	29
Waller	3	0	4	0	7
Private/Parochial	163	144	234	6	547
College/University	13	10	7	0	30
Out of County	119	83	157	14	373
H C Education Dept	112	168	124	0	404
JJAEP	425	349	148	2	924
Juvenile Justice Charter School	107	94	58	2	261
Not Available	-	-	-	-	9,946
Total	6,009	5,345	5,464	282	27,046

REFERRAL SOURCE, 1998

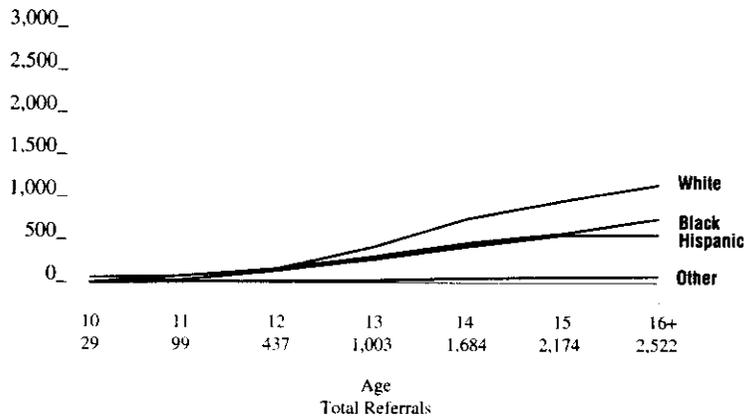
Baytown Police Department	1,470
Constable's Office	3,569
Harris County Sheriff's Department	2,566
Houston Police Department	7,712
Juvenile Probation Officer	3,003
Pasadena Police Department	1,416
Schools	5,327
Other	1,983
Total	27,046



RERFERRALS BY AGE AND ETHNICITY, MALES 1998



RERFERRALS BY AGE AND ETHNICITY, FEMALES 1998



COURT ACTIVITY, 1998

Disposition			
Certification	105		
Certification Denied	15	Probation / Restitution *	1,051
CPS involvement	32	SOS	110
Deferred Prosecution	1,103	TYC	600
Dismissed	44	Determinate sentencing	64
Early termination of probation	48	Determinate sentencing review	0
Incentive completed	0	Not bound over-return to TYC	2
Mental health	2	Bound over to TDC	16
Non-suit	2,124	Other	433
Not found CHINS or delinquent	49	Total	10,673
Passed	737		
Passed-Writ issued	263		
Probation*	3,875		

\* Includes changes of custody

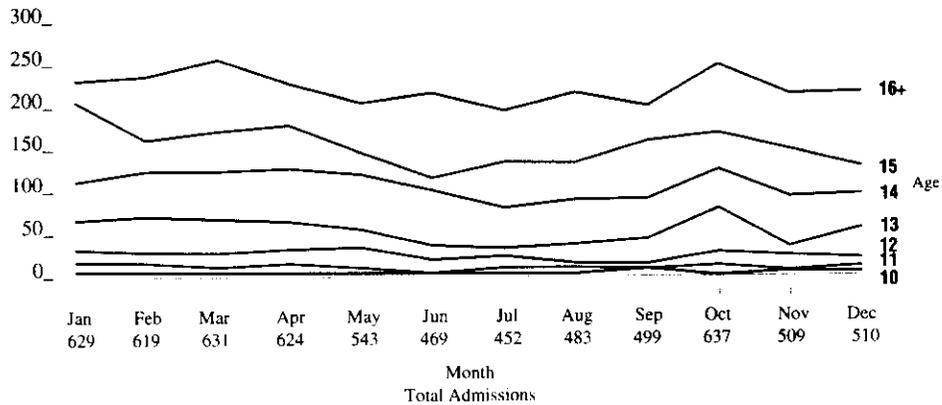
## Institutions Division

The Institutions Division of the department expanded in 1998 with the summer opening of the Burnett-Bayland Reception Center (BBRC). The department's other institutions are the Juvenile Detention Center, the Burnett-Bayland Home (BBH), the Delta 3 Boot Camp and the Harris County Youth Village.

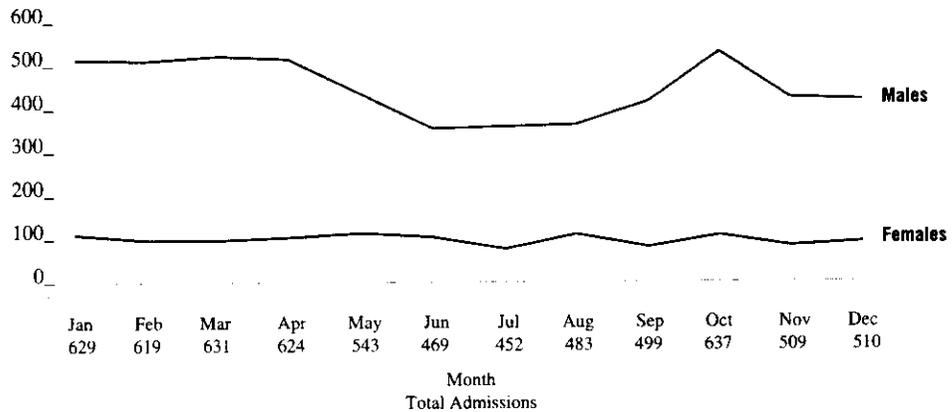
### *Juvenile Detention Center*

The Juvenile Detention Center is a secure residential facility for juveniles requiring a restricted environment while awaiting court action. In 1998, the services of Intake Screening were merged into the detention program. This staff is responsible for assessing immediate circumstances and deciding if a youth is to be detained or released. When thought to present a threat to self or to the community or is likely to run away and not return for a court appearance, the youth will be held in detention.

**ADMISSIONS TO DETENTION BY MONTH AND AGE, 1998**



**ADMISSIONS TO DETENTION BY MONTH AND SEX, 1998**



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, to establish trust and teach juveniles to relate to others through structured unit activities.

In the fall, the educational program of the Houston Independent School District (HISD) was replaced by the Harris County Juvenile Justice Charter School. The school focuses on areas in which these students are generally deficient such as remedial reading, language and math skills. Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, tutoring and individual visitation. In 1998, 6,605 juveniles were referred to detention.

#### MOST SERIOUS OFFENSE PER REFERRAL TO DETENTION, 1996, 1997 AND 1998

	1996	1997	1998		1996	1997	1998
Murder	33	14	13	Inhalants	24	28	22
Arson	42	13	11	Alcohol Misd A/B	0	0	0
Assault				Alcohol Misd C	11	6	2
Felony	290	269	238	Other			
Misd A/B	586	568	552	Felony	303	258	209
Misd C	64	96	88	Misd A/B	1,167	1,040	916
Sexual Assault	104	87	101	Disorderly Conduct	148	108	60
Robbery	393	327	213	City Ordinance	248	236	131
Burglary	801	652	532	Violation of Probation	453	570	764
Theft				Runaway* (CHINS)	238	224	176
Felony	69	54	36	Other* (CHINS) Offense	23	20	20
Misd A/B	833	754	651	TYC Runaways	348	391	230
Misd C	37	50	33	Administrative Actions	373	483	469
Auto Theft	172	86	57				
Joyriding	456	284	290	Total	8,113	7,490	6,605
Drugs							
Felony	414	439	378				
Misd A/B	447	409	397				
Misd C	36	24	16				

\*Children in need of supervision (status offenses)

#### *Burnett-Bayland Reception Center*

The new Reception Center (BBRC) was constructed on the BBH grounds with a state grant provided by the Texas Juvenile Probation Commission and supplemented by Harris County funds. Each juvenile offender to be placed in a county residential facility is first sent to BBRC to be carefully evaluated. Since its opening in July, assessments have been completed for 413 youth who have been routed to other county campuses, private placement, TYC and, in some cases, placed on regular probation. In addition to the general population programming, BBRC offers specialized treatment components: the Sex Offender program, Substance Abuse Treatment made possible by a federal grant and the Psychiatric Stabilization Unit. A six-week cannabis-dependent program is now available to the general population of BBRC. Volunteers from Special Youth Services and Crossroads bring guest speakers, tutors, religious services, art and other programs to BBRC.

#### *Burnett-Bayland Home*

The court places delinquent youth who do not require secure confinement at BBH. In 1998, 242 young men lived in cottages on the 40-acre park campus. Residents attend on-campus classes taught by the Juvenile Justice Charter School which replaced HISD beginning with the fall semester. Those attending GED classes or extra-curricular activities may go off campus. Family visitation is encouraged and parents participate in regular educational meetings. Programs such as photography, art, drug and alcohol counseling, therapy and peer mediation play a significant role in the rehabilitation of the residents. Three basketball teams coached by dedicated volunteers and staff allow residents to compete with private schools in the community. The Rotary Club of Houston continued its generous support and conducted a weekly tutoring program. 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 after they return home.

#### *Harris County Youth Village*

The Youth Village lakefront campus located in the Clear Lake area provides educational, therapeutic, recreational and medical services as well as drug education for young men. In 1998, 465 juveniles stayed at the Youth Village.

Clear Creek ISD operated an accredited school on campus prior to the opening of the Juvenile Justice Charter School in the fall in a new education building. A full academic and vocational curriculum including remedial education and athletics is offered. With a low student-to-teacher ratio and an accelerated teaching pace, many students overcome

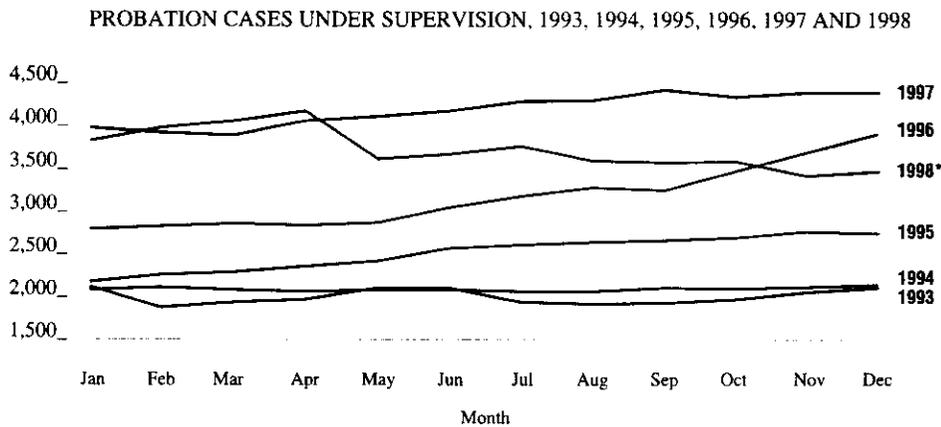
major scholastic deficiencies during their stay. Computer and vocational instruction is offered as well as practical skills such as job hunting, budgeting, household management, and parenting. Support and volunteers from nearby communities continue to be very important to the operation of the Youth Village.

*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 two 60-day phases beginning with discipline and physical training followed by a stabilization phase. The Delta 3 Boot Camp is located on the fourth floor of the Houston Police Department's Westside Command Station. Teachers of the Alief Independent School District provided academic classes on site until the Juvenile Justice Charter School opened in the fall. Following their stay at the boot camp, the trainees return home and attend school with intensive supervision by JPOs from CUPS 7, a special Field Services aftercare unit. They also participate in community service projects and counseling sessions. During 1998, 516 young men were assigned to the boot camp program. A permanent boot camp will open in 1999 in west Harris County. Funds for the construction of the camp are from a U.S. Department of Justice grant 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 courts 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 located throughout Harris County.



\*1998 figures represent actual youth on probation, as opposed to number of cases as in previous years

### **Field Services Programs for 1998**

Program	Description
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 intervention to those with substance abuse problems.
Educational Workshops	Workshops for youths and families on various topics.
Incentive Program	A voluntary program that may shorten probationary periods.
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.
Families Forward	A cooperative workshop with the ESCAPE Center to provide information for parents whose children are involved in the juvenile justice system.
Peer Pressure Workshops	Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.
Phoenix Project	A series of informational workshops for gang members and families offered through AAMA (Association for the Advancement of Mexican Americans)
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 Coordinators.
TDCJ Outreach Program	Youth visit the Institutional Division of the Texas Department of Criminal Justice in Sugar Land and Dayton to learn the 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 provides tutorial, remedial, pre-employment training and GED preparation is provided to probationers.

In 1998, an average of 3,503 juveniles was under supervision by the Field Services Division each month.

When a juvenile has been declared delinquent, the court sets rules of probation. General rules include completing 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.

The department and law enforcement agencies are expanding their cooperation with two new programs. The Absconders Locator program finds youth who fail to appear in court or who have left a court-ordered placement facility without permission. The Gang Supervision Caseload program focuses on the sharing of information about gang members. A specially trained team of juvenile probation officers rides along in patrol cars at times. Information about juvenile offenders is made available to law enforcement officers whose assistance is often needed in the community to apprehend juveniles.

#### *Special Field Services Programs*

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

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 1998, an average of 579 juveniles received services in the ISP program each month.

The CUPS 7 Aftercare Unit provides intensive supervision for youth leaving all county institutions to aid them in staying on track during the weeks following release from structured institutional life. Clients participate in Saturday programs, drug testing, electronic monitoring, parent-education workshops and Reality Orientation Physical Experiences (ROPES) courses. In addition, a special In-Home Services Unit for girls allows some female probationers who would have otherwise required residential placement to return home with 24-hour intensive supervision. This unit supervised an average of 564 juveniles each month in 1998.

The Community Service Restitution Program arranges work sites for youth in all divisions of the department

including those from intake court services referred for lesser offenses. In 1998, 7,450 youth worked 100,128 hours at sites around the county including cemeteries, vacant lots and non-profit agencies. In 1998, the courts ordered 451 juvenile offenders to pay \$189,760 to victims. The department collected \$70,723 in financial restitution with collections from cases heard in the latter part of 1998 still continuing. Financial restitution of more than a million dollars has been collected since January 1, 1993.

### **Administrative Services Division**

The Administrative Services Division serves as liaison to other agencies and provides services to victims. It also monitors legislation and legal issues and submits grants and alternative funding proposals.

#### *Technology and Systems Development*

The Technology and Systems Development (TSD) of the department is divided into the four units: Data Control Systems; Technology Resources; Information Systems and Research.

As children move through the justice system, Data Control Systems personnel maintain the department's automated juvenile tracking system and master files by entering the juvenile's initial demographic information and alleged offense information. This division serves as custodian of records and works closely to share information with the courts and other law enforcement agencies. By maintaining a close working relationship with the Harris County Central Technology Center and Justice Information Management Systems, the department is able to provide swift solutions to automated hardware and cabling problems as well as connectivity issues.

Technology Resources is responsible for the 24-hour operation of the department's network located at 3540 West Dallas including 15 remote sites in outlying offices and institutions. The unit maintains all network operations, ensures secure data archiving, provides user support, and any required technology expansion. All of the installed workstations have access to the Harris County mainframe systems as well as the Internet. This unit maintains and upgrades all personal computers and printers installed throughout the department.

Information Systems is responsible for the planning, implementation, maintenance and training for in-house applications as well as any mandated by the legislature. Currently, this unit is involved in the development of a web-based application intended to replace the current mainframe applications.

The Research Unit provides information resources for management to use in planning and statistical analysis. They also handle outside data and information requests by federal, state and local agencies, universities, funding sources and the media.

### Grants and Alternative Funding

In 1998, over \$2.3 million was acquired in grant funds from federal and state government, foundations and private organizations to supplement county and state budgets for juvenile services. The grant funds establish new programs such as the sex offender treatment and female offender supervision. Other grants allow existing programs to continue or to expand such as residential placement services.

### Financial Services Division

The Budget Office oversees the department's fiscal operations including preparation and management of the annual budget, and regulates receipts and expenditures. The Supportive Services Unit, also supervised by the Financial Division, maintains office inventories of general supplies and provides mail, courier and print shop services.

In 1998, the department operated with a total budget of \$38,700,110. 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.

#### 1998 BUDGET

Harris County Commissioners' Court	\$ 28,106,007*
Texas Probation Commission	
State Aid Grant to Counties	2,976,995
Community Corrections Funding	3,772,779
New Progressive Sanctions Funding	604,512
Operating Cost for Reception Center	1,314,000
Challenge Grant (Residential Services)	90,386
Delta 3 Boot Camp	1,000,000
In-House Services Program	70,000
Criminal Justice Division of Governor's Office	
Purchase of Services Grant	222,539
Residential Substance Abuse Grant	330,952
Other Funding Sources	
MHMRA of Harris County (Family Preservation)	49,310
Brown Foundation (BBH Programs)	45,000
Brown Foundation (Sex Offender Treatment)	50,000
Brown Foundation (Residential Recreation)	14,000
Rockwell Fund, Inc. (Gang Intervention)	10,000
Communities in Schools Grant	38,000
Junior League of Houston, Inc.	5,630
Total	\$ 38,700,110

\*This figure represents the allowed amount for the fiscal year  
March 1, 1998 through February 28, 1999.

## **Human Resources Division**

### *Payroll and Personnel*

The Personnel and Payroll 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, interviews applicants and supervises screening and hiring. Employment records are maintained by this unit for all department staff which numbered 772 at the close of 1998.

The Personnel and Payroll Unit assists staff in securing employee benefits, monitors and processes salary changes and interacts with the county budget and payroll offices to maintain accurate salary and position control information. It also monitors grievance proceedings and mediates minor disputes. A newly developed Performance Review was administered throughout the department in 1998 resulting in a detailed method for managers to measure employee work performance throughout the year.

### *Training and Staff Development Unit*

The Training and Staff Development Unit develops in-service training to enhance employee skills and meet the state training standards. Juvenile Probation Officers are required to attend 40 hours of accredited instruction per year to maintain state certification with 16 hours required for support staff. The Training Unit also arranges special training for institutional officers, secretaries, computer personnel, kitchen staff and administrators. In 1998, an in-house academy for new employees was developed using juvenile probation officers who completed specific training to become certified Resource Training Officers. These officers also teach at in-service training workshops. In 1998, over 4,000 training hours were earned during 390 workshops on topics such as juvenile law, legislative updates, strategies in juvenile supervision, gangs, drug abuse, victim's rights, diversity, parenting, CPR, Handle with Care, HIV/AIDS and others. In addition, numerous presentations were made in schools, churches, agencies and for community events by staff who volunteer and train to qualify for the Speaker's Bureau.

### *Accreditation Procedures*

The Accreditation Unit coordinates the development of policies and procedures in order to meet both national and state standards. In August, the Detention Center was successfully re-accredited by the American Correctional Association (ACA). The Texas Juvenile Probation Commission audited the entire department and all facilities requiring that acceptable standards be met in order to ensure state funding. An in-house quality control program is ongoing.

### *Public Information Office*

The goal of the Public Information Office is 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 quick and accurate information to the news media, other agencies, public officials, academic institutions and interested citizens. The office produces the annual report, the on-line newsletter Paradigm, and other publications to maximize public and media access to the juvenile justice system.

The Public Information Officer also works with the Juvenile Justice Charter School coordinating appearances of prominent citizens and cultural presentations in the "Voices for Choices" program in the Juvenile Detention Center. One of the speakers, former astronaut Dr. Bernard Harris, Jr., assisted by juvenile probation officers, provided programs in 12 schools in the "Dare to Dream" program which is coordinated by the Public Information Officer. The program received an award from the Southern District of HISD's Volunteers in Public Schools.

### **Crossroads: Community Partnership for Youth, Inc.**

Beginning January 1, 1998, Crossroads: Community Partnership for Youth, Inc., a non-profit United Way agency, assumed a greater responsibility for the volunteer and intern program of the department. Carefully screened and trained by Crossroads, volunteers enabled the department to provide highly specialized, personal attention to juveniles. They integrated the community with the agency, a partnership that allows the department to meet mutual goals of providing quality services to redirect the lives of youth. In 1998, over 500 volunteers in all programs donated 40,945 hours in recreational, educational, mentoring, religious and community service programs with youth on probation or in institutions. With volunteer work valued at \$13.24 per hour, the department has received over a half million dollars in assistance from the community and interns.

Included in the grand total are volunteers working in specific areas of the department. Fifty volunteers from Junior League of Houston, Inc. donated 2,023 hours counseling children and families continuing a remarkable 30-year partnership with the department. In addition, Junior League contributed \$5,630 in 1998 for specific needs. Dedicated volunteers serving with Special Youth Services, Youth for Christ and Youth Exchange worked over 5,000 hours. Often requested by the courts, 190 Crossroads volunteers served 20,356 hours as mentors and role models for youth.

### *Student Interns*

A total of 71 students from area colleges and universities worked 11,640 hours in the department's student intern program last year. They served throughout the agency in a variety of positions, receiving training and experience in juvenile corrections.

### **Juvenile Justice Education Programs**

Under the authority of the Juvenile Board, the Harris County Community and Juvenile Justice Education Department provides educational programs for every expelled student and delinquent youth placed in a county juvenile institution.

*Juvenile Justice Alternative Education Program (JJAEP)* Students attending the JJAEP have been expelled from a Harris County public school district for criminal activity or serious misbehavior while at school. The JJAEP focuses on individualized academic growth and behavioral improvement. Juvenile probation officers are located at the school to assist with the students probation-related requirements and to provide mentoring, counseling, and prevention-related services. The JJAEP is funded by the Texas Juvenile Probation Commission, local school districts with state and federal grants. The program contributes to a safer community by providing a structured academic environment for students who otherwise would be on the streets. Since opening in September 1996, the JJAEP has served over 1900 students with 931 attending during the 1997-98 school year.

*Juvenile Justice Charter School (JJCS)* Beginning with the 1998-99 school year, all juveniles placed by the courts in detention and residential facilities are provided educational services under one comprehensive academic program, the first open enrollment charter school in Texas. The JJCS focuses on academic, vocational and social skills. Funded by federal grants and the Texas Education Agency, the JJCS operates year-round so students can continuously improve their educational skills.

### *Credits*

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