



In 1971, I was a new intern. Jesse was in trouble and came to the office. He taught me what I needed to know about my job. It's all about respecting people. Jesse was my first success and I haven't looked back yet.

Juvenile Probation - Not Just Another Job

2002 Harris County Juvenile Probation Department Annual Report

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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.



To the Citizens of Harris County

The staff of the Juvenile Probation Department is probably Harris County's best-kept secret.

Since these men and women are sworn to confidentiality about their clients, we know little of their daily activities and rarely hear about their ambitions and motivations until they retire. As the parent of one child, I marvel at a juvenile probation officer who must guide and supervise dozens every day. And, yet, they continue to do it so very well.

For another year, the referrals to the department have declined some 1500 cases. Communities and homeowners are much safer than ten years ago when there were 50 per cent more burglaries and robberies committed by juveniles. The creation of a special unit to work with children with mental health issues recognizes the department's flexibility but must also challenge the officers who have their caseloads. We believe the skill, time and resources expended on these special caseloads are worthwhile for all involved and certainly for the community.

A department, an office or an institution is only as good as its people. Every position at the Juvenile Probation Department is vital in the recovery of a child and his or her family, from the receptionist who greets them at the office to the probation officer who goes to a school to check on grades. The intake officer who fills out the initial forms and the institutional officer with his huge ring of keys are equally important in the rehabilitation process. They each have a special role and a unique responsibility.

In this year's annual report, we get to know some of the Department's key people. We congratulate all of the staff who chose careers that make positive changes in young lives.

Robert Eckels
County Judge



From the Executive Director

When I am able to visit with staff members, I frequently ask the question “what event, decision or change have you seen in your career that had the greatest impact on you or this agency?” The answers I hear are sometimes surprising, but always gratifying. A change or a policy I regarded as minor is sometimes the outstanding event an employee remembers. “Making a difference in a child’s life” is an often-used phrase but when uttered by a sincere juvenile probation or institutional officer, I know it comes from the heart.

In recent years, our annual report has showcased successful juvenile probation programs, answered frequently asked questions and introduced our judges. This year we focus on the “must have” element of the department.....our staff. Weeks ago, I invited all of them to share their hopes, dreams and thoughts about their duties; the results were overwhelming. We are publishing a few of these responses and also taking the opportunity to dedicate this year’s annual report to our employees.

With a huge staff and a weighty responsibility to the community, we look for people who truly want to make a difference. Then we hire; we train and we trust. Straightening the path and changing the attitude of a wayward youth is a great challenge; yet, we have excellent employees at every level of the department working toward that goal. In this annual report, we proudly present and honor the indispensable – our staff.

Elmer Bailey, Jr.
Executive Director

Juvenile Probation – not just another job

In an uncertain job market with daily news of downsizing, the Harris County Juvenile Probation Department is setting a remarkable record. Its deputies and administrators have a combined total of over 1000 years in the field. Two hundred of the staff are ten-year veterans. Over 50 people have been there 20 years and some for almost 40. This seems an incredible record for people who face unruly, confused, immature juveniles on their worst days. Trained to handle anger, disrespect, bad attitudes, parents in denial and grandparents in tears, the staff of the Juvenile Probation Department is an amazing group.

Regardless of the crimes involved, they see the offenders as “kids” and want to help them regardless of what mistakes they have made. Juvenile probation officers never feel alone and for good reason. Collaboration of colleagues and support from the community and county government help Juvenile Probation Department employees retain their great attitudes and high morale. Bringing the expertise and resources of other agencies to bear on a problem case is a powerful tool in helping a juvenile with drug or alcohol problems or mental health issues. No problem is impossible when it is tackled by a team of well trained, willing workers. A delinquent child may not realize it, but the people at the Juvenile Probation Department are the best friends he or she



“Juvenile probation is a rewarding combination of education, law enforcement and direct services to people who need our help.”

Henry Gonzales, 1985

“The best part in my career is when I see that I have made a real difference in a young person's life.”

Dawn Selexman, 1977



“My career working with youth in trouble has kept me interested and involved. I am fortunate to do something that I love.”

Tim Broussard, 1983



may have when the going gets tough.

Juvenile probation officers handle hundreds of cases during their careers, but they each have one or two they call to mind quickly, sometimes a happy story, sometimes not. Several of the memories they shared involved stubborn teens who resisted rules set down by the courts. Giving up late hours and questionable friends while attending school and counseling sessions requires constant supervision from their probation officers. The reward comes when a probationer, now grown and successful, takes the time to call and say thanks. Or sometimes it's a chance meeting in a store when there's time to say "I'm doing fine now, thanks to you." One juvenile probation officer met a former client in the adult probation office one day. He was pleasantly surprised to learn that the former probationer is an attorney.

Tom Brooks recalls a young man who caused trouble with the other residents at the Harris County Youth Village but behaved very well when working on a gardening project with him. "I learned he didn't want to return home because he was abused so he acted up thinking he would be able to stay at the Youth Village longer. I realized then how important aftercare supervision is for probationers after they return home from residential facilities."

"I thought Eric had too many problems for me to be able to help, but, instead, he has taught me a lesson about optimism. "

Iris Bonner, 2000



"One young man dreaded to return home and later it helped me launch the aftercare supervision program for children who leave residential facilities. "

Tom Brooks, 1983

"The key to helping families solve their problems is to have good communication among staff and also with other community resources and agencies. "

Julia Ramirez, 1986



Debbie Williams remembers a conversation with a girl she was transporting to a residential facility for treatment of her drug problem. Rachel was angry at the world but as they drove along, she began to talk freely about her problems and her life. "I listened as a friend, not as a probation officer and weeks later, she wrote to me," said Debbie, "She thanked me for listening and said that I had made her feel like she was "somebody" and not just a criminal."

Eric was on Iris Bonner's mental health caseload and his mother had been diagnosed with mental problems also. "He was willing to accept the help our department offered and cooperated in every way. " Iris said. "He survives today in a family crippled by drugs and mental illness, but he has inspired me with his determination to improve his life."

Larry Smith changed his definition of success because of Kenney who had lived at the Burnett-Bayland Home in 1986 and was a difficult resident. Several years later, Kenney came back to visit and talk proudly about his personal success. "His job paid minimum wage and he was driving an old, worn-out car," Larry said. "He had a wife and baby daughter to support but was very proud of his accomplishments. My understanding of success changed that day when I realized that in his own mind, and, now,



"The challenges are much greater now and the work is harder but the resources available to help children and families are greater also."

Vicki Kurtz, 1971

"Just listening as a friend to a probationer talking from the heart may have helped her more than months in a residential placement."

Debbie Williams, 1978



"The memory of a young man who wrote me a letter drives me to never give up on a kid on probation."

Tim Washington, 1982

mine, too, Kenney truly was a success.”

Tim Washington has painful memories of Dannie, a young man trapped in a large family with a father who ordered his children to sell cocaine. Arrested while selling the drugs, Dannie was placed with another family and did his best to comply with all the rules. He was tormented by news that his father was abusing his siblings and his mother as well. In a failed robbery attempt, Dannie was killed. “A few days after his death, I received a letter he had mailed to me, “ Tim said. “He had written that he needed a lot of help and that his delinquency was the ‘devil’s tide.’ From that day forward, I have tried even harder to never give up on a kid on probation.”

Every juvenile probation and institutional officer has a story about a child, a family or a situation that remains unforgettable through the years. Rarely is a case routine or boring. A career in juvenile probation weaves a tapestry of successes and failures, parents with hope and those without, young men and women passing successfully through the system and some who have already tainted their futures with one violent act.

Men and women who choose juvenile probation as a career are to be honored and admired.....it’s not just another job.

“I really feel good when I learn of a former probationer who has stayed on the right track and is a success.”

Pedro Guzman, 2001



“A few achievements in a young man’s life and his good attitude convinced me he was a success.”

Larry Smith, 1971

“I help 17-year-olds find jobs and it gives me the opportunity to see immediate and positive results.”

Inez Ihezue, 1994



2002 Highlights

John Phillips was elected in November to serve as the judge of District Court 314. Judge Brian Rains of the 176th District Court joined the Juvenile Board replacing Judge Belinda Hill. Sylvia Garcia was elected Commissioner of Precinct 2 replacing longtime Commissioner Jim Fonteno who retired.

The Harris County Commissioners Court approved funding to allow the construction of additional detention capacity at 3540 West Dallas and to proceed with the conversion of 301 San Jacinto (now to be called 1200 Congress) into the Juvenile Justice Center.

A 3% cost of living county raise for all staff became effective March 1. After a thorough study of staff services personnel salaries comparing the department and other agencies, an equalization package was implemented.

Bob Husbands, former Superintendent of the Juvenile Detention Center, was appointed as Deputy Director of Pre-adjudication Institutions with Dr. Diana Quintana as Assistant Deputy Director in charge of mental health services. Roslyn Beaty, Administrator of Institutions, following many years in Personnel, was appointed Deputy Director of Human Resources. In other re-organization moves, Izer Billings was appointed an Assistant Deputy Director in the Budget and Information Technology Division. With court and field officers working together in the Probation Services Division, Luann McCoy and Tom Brooks became Assistant Deputy Directors to handle court and field cases.

The General Staff Meeting was held October 25 with the following staff members honored by their colleagues: Shanda Stephens, Staff Services Person of the Year Award; Maura Green, Juvenile Probation Officer of the Year Award; Qunerd Alexander, Institutional Officer of the Year Award; Rosa Solares, Support Services Person of the Year Award and Keith Branch, Boss of the Year Award. Gloria Wilson was chosen to receive the first Seymour Cox Award. (Seymour died at age 84 still employed by the Department and still working to help children.) Gloria was one of the first SOS officers and has taken medical leave.

The department again made history by raising \$8,276.69 for the United Way.

The YouthBuild Program was awarded a grant to provide educational and on-the-job training opportunities in construction

trades for juveniles between 16 and 17 in the residential facilities.

The Houston Chapter of the National Association of Blacks in Criminal Justice (NABCJ) has established a Criminal Justice Scholarship in the amount of \$1,000 honoring Walter Jackson, former Juvenile Probation administrator and William H. (Bill) Thompson, Deputy Director of Institutions.

Executive Director Elmer Bailey received the President's Award from the Texas Probation Association in April. Jo Ann Jones-Burbridge received the Amador Rodriguez Juvenile Justice Administrator Award.

Dr. Ron Nicksich of the Harris County Youth Village was chosen as the 2002 Distinguished Alumnus of the Year by the Michigan Gogebic Community College Foundation.

Ishia Toshitaka, Jun Matsuzaki and Hiroyuki Maeo, staff members of Japanese legislators toured the Harris County Youth Village showing special interest in the educational component.

Michael Prince is the lead probation officer for the Dare to Dream program. Fourteen juvenile probation officers visit schools enrolled in this motivational program as volunteers and reinforce the need to follow rules and stay in school.

Intake JPO Patsy Sanders' dog, Sandy, was chosen Poster Dog of the Year by Pet Sitters International. Sandy and Dook, the Executive Director's Yorkie, led this year's Take Your Dog to Work Parade on June 21. The dogs and owners took part in a school presentation at the Detention Center.

A computer lab was approved for the West Dallas Detention Center for staff training and computers were updated at both the West Dallas and Westside Detention Centers. The addition of 37 staff recommended by a detention study will be completed in 2003.

A 29-year employee, Jo Ann Jones-Burbridge, retired from her position as Deputy Director of Human Resources, to become the Director of the Texas Juvenile Delinquency Prevention Center at Prairie View A&M University. Other retirees included Lea LaDuke-Grimes, Probation Services, 26 years; Field Services Administrator Nate Sumbry, 24 years; Edythe Kirkendoll, Westside Detention Center, 21 years; Carole Allen, Public Information Officer, 10 years; and Gregga Brown Juvenile Detention Center, 8 years.

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 2002, \$43,123,086 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	El Franco Lee Commissioner Precinct One	Jim Fonteno (Sylvia Garcia as of 1-1-03) Commissioner Precinct Two	Steve Radack Commissioner Precinct Three	Jerry Eversole Commissioner Precinct Four
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Harris County Juvenile Board

The Harris County Juvenile Board is the governing body of the Juvenile Probation Department. As mandated by state statute, the 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 Court.

The members of the Juvenile Board are as follows:

Judge Robert Eckels County Judge Chairman	Judge Pat Shelton 313th District Court Program	Judge Mary Craft Judge John Phillips (effective 1-1-03) 314th District Court Secretary Budget and Finance	Judge Kent Ellis 315th District Court Vice Chairman Program Budget and Finance Juvenile Probation Liaison and Personnel Tri-Board	Judge Belinda Hill 230th District Court Judge Brian Rains (effective 10-1-02) 176th District Court Building and Grounds
Judge Georgia Dempster 308th District Court	Judge Bruce Oakley 234th District Court			
Tony Polumbo Justice of the Peace Precinct 3, Place 2				

Associate Judges

Robert Molder 313th District Court	David Longoria Aneeta Jamal (effective 1-1-03) 314th District Court	Sherry Van Pelt 315th District Court	Beverly Malazzo Detention Center
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Juvenile Board Advisory Committee

The Advisory Committee brings together representatives of the medical, educational and legal community who have a clear understanding of the juvenile offender population.

They make recommendations and provide consultation whenever called upon. The committee includes the following:

Beverly Malazzo Associate Judge Chairperson	Elizabeth Godwin Ann Campbell	Dr. Shirley Rose	Dr. Will Risser	Terry Lee Elizondo
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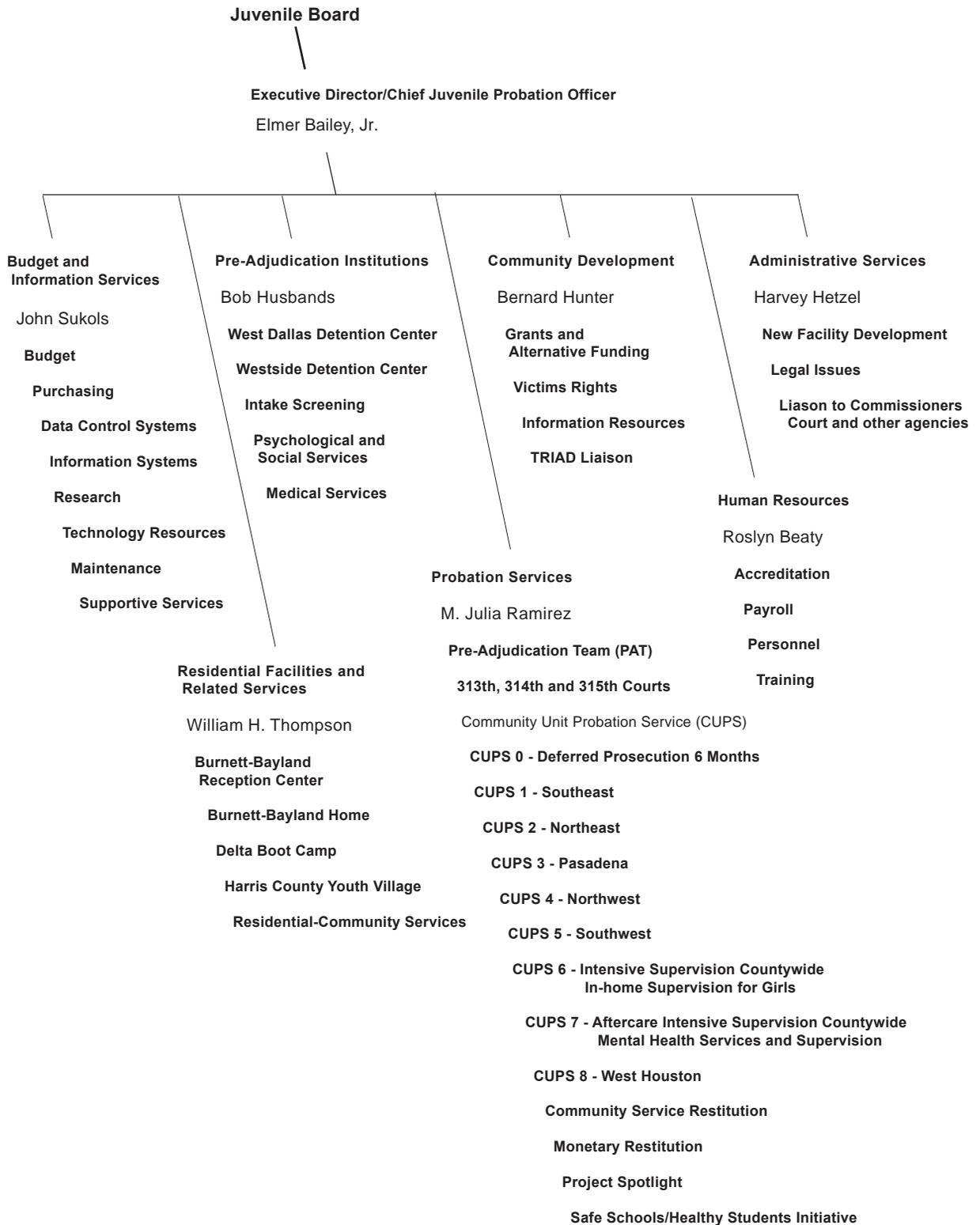
Completed service: Dr. Regina Hicks, Ernest McMillan, Lorraine Cervantes and Iris Loep.

Administrative Staff

Executive Director, Chief Juvenile Probation Officer	Elmer Bailey, Jr.
Administrative Services	
Deputy Director	Harvey Hetzel
Community Development	
Deputy Director	Bernard Hunter
Administrator of Community Development	Kendall Mayfield
Budget and Information Technology	
Deputy Director	John Sukols
Assistant Deputy	Izer Billings
Assistant Budget Officer	Jerome Booker
Administrator of Technology and Systems Development	Pam Boveland
Administrator of Special Projects and Custodian of Records	Genevieve Walls
Administrator of Systems Operations	Robert Murray
Human Resources	
Deputy Director	Roslyn Beaty
Administrator of Training	Keith Branch
Administrator of Personnel	Marilyn Broussard-Webb
Pre-Adjudication Institutions	
Deputy Director	Bob Husbands
Assistant Deputy Director of MHMRA Services	Dr. Diana Quintana
Assistant Superintendent, West Dallas	David Hetzel
Assistant Superintendent, Westside	Joe Santana
Residential Facilities and Related Services Division	
Deputy Director	William H. Thompson
Superintendent, Burnett-Bayland Reception Center	Terry Snow
Assistant Superintendent	Donald Clemons
Superintendent, Burnett-Bayland Home	John Kandeh
Assistant Superintendent	Richard Edwards
Superintendent, Delta Boot Camp	Larry Smith
Assistant Superintendent	Bert Carter
Superintendent, Harris County Youth Village	Ronald Niksich
Assistant Superintendent	Loretta Tigner
Administrator, Residential-Community Services	Debbie Williams
Probation Services	
Deputy Director	M. Julia Ramirez
Assistant Deputy Director of Probation Services	Tom Brooks
Assistant Deputy Director of Probation Services	Luann McCoy
Administrator of Probation Services Operations	Alice Sweeney-Herd
Administrator, PAT/Deferred Prosecution	Dennis Englade
Administrators, 313th, 314th, 315th Court Units	Terri McGee, Ron Perren
Administrator, CUPS 0*	John Sloan
Administrator, CUPS 1	Diana Johnson
Administrator, CUPS 2	Tim Washington
Administrator, CUPS 3	Susan Bonich
Administrator, CUPS 4	Cheryl Conrad
Administrator, CUPS 5	James Redic
Administrator, CUPS 6	Andrea Rice
Administrator, CUPS 7	Henry Gonzales
Administrator, CUPS 8	Donald Camp

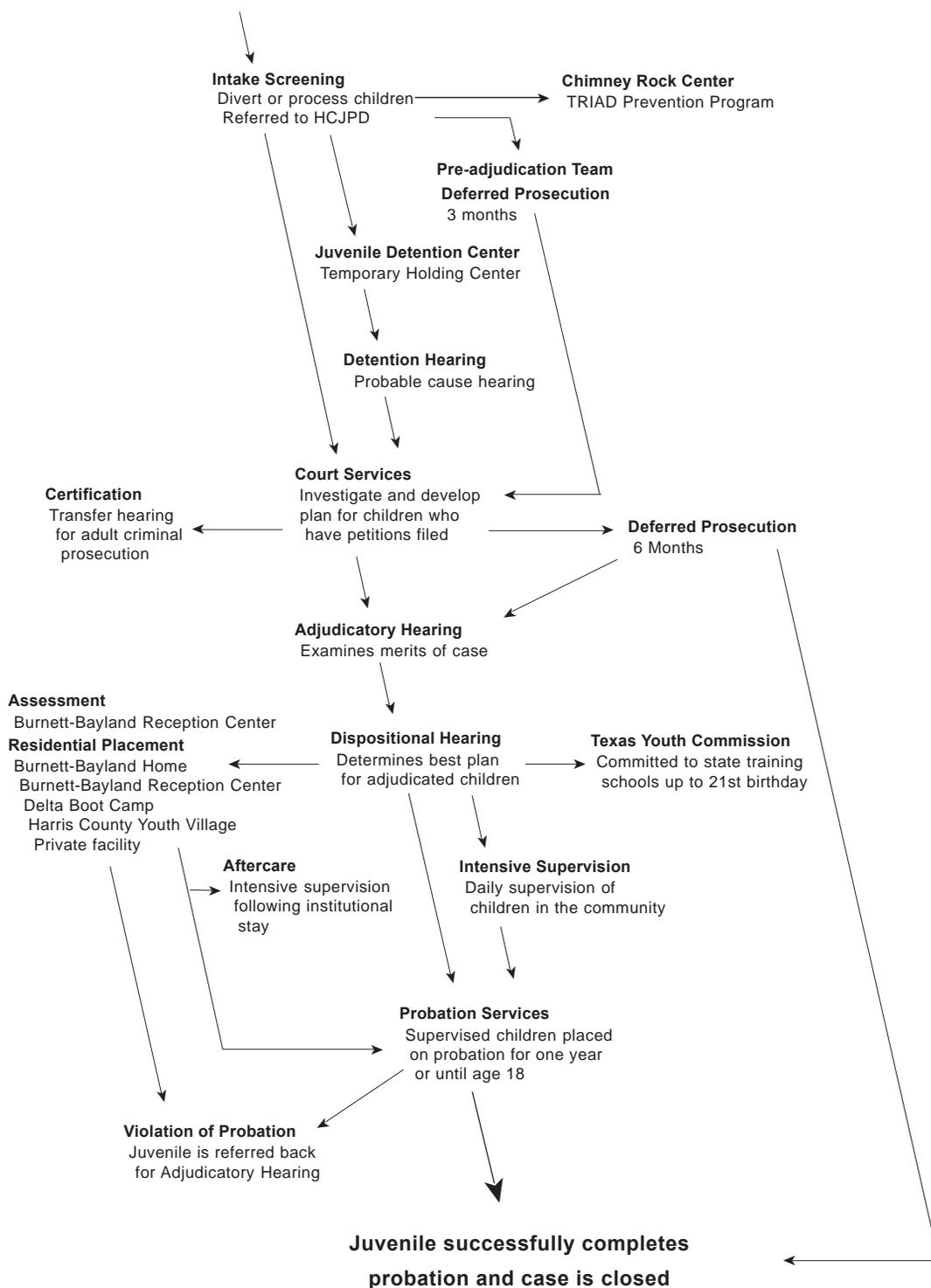
* Community Unit Probation Services (CUPS)

Organizational Chart



Case Flow Chart

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



TRAIID Prevention Program

The Chimney Rock Center (CRC) is a 24-hour intake center for youth, ages 10 to 16, who are picked up 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 (MHMRA) are partners in the TRIAD Prevention Program with the TRIAD executive director reporting to CPS. In 2002, 3,373 juveniles who had run away, broken curfew, skipped school or committed Class C misdemeanors such as alcohol violation received services at CRC and another 2,055 juveniles were assisted by the probation staff. Many parents consult the TRIAD staff to find ways to prevent their child from breaking the law.

In addition to Intake services, the TRIAD Prevention Program operates the Choices Program of Harris County. This is a multi-agency program devoted to serving those youth that have just entered the juvenile justice system for the first time, or are at risk of becoming involved.

The program coordinates the Texas Department of Protective and Regulatory Services STAR (Services to At-Risk youth program), houses case managers to serve as liaisons in Justice of the Peace courts, runs the Saturday Truancy Learning Camp program and staffs an intensive home-based case management program for youth with mental health issues.

Intake Screening

Harris County law enforcement officers may take a juvenile to one of two 24-hour intake units of the Juvenile Probation Department which are located at CRC and the Juvenile Detention Center. Intake Screening is responsible for assessing immediate circumstances and deciding if the youth is to be detained or released. When a youth is 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. The goal of Progressive Sanction Guidelines used by the department is to increase penalties and supervision if a child repeat-

edly commits offenses. Level I offenses such as truancy, run-away and curfew violations and Class C misdemeanors such as alcohol violations are handled by CRC.

Intake Screening provides pre-adjudication supervision for those juveniles who are released at the Intake level pending

Number of Referrals by Month, 2002



court action. Weekly contact, curfew checks and school visits that monitor the youth's compliance are reported to the court. Programs such as Parents Who Care, Turning Point and the LAW program are available to families. In addition, Intake Screening diverts about 10 per cent of youth by telephone screening with law enforcement, decisions made after arriving at the Detention Center in custody or by referral to the Chimney Rock Center.

For mental health issues, Intake Screening makes referrals by telephone at all times and those in custody youths are referred to the neuro-psychiatric center to address their immediate psychiatric needs.

Deferred Prosecution (three month program)

The Juvenile Division of the District Attorney's office reviews a number of Progressive Sanction Level II cases such as Contempt of Court cases referred by Justice of the Peace Courts. They return some cases to the Juvenile Probation Department for counseling and follow-up by both juvenile probation officers (JPOs) and highly trained volunteers from the Junior League of Houston. Last year, these volunteers worked with

438 cases. 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. The three-month Deferred Prosecution program staff also assists the six-month Deferred Prosecution program by monitoring a select number of juveniles cases referred for that program. 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.

Pre-Adjudication Institutions Division

This division of the department consists of pre-adjudication (pre-court) facilities which are the Juvenile Detention Centers on West Dallas and at the Westside Command Station.

Juvenile Detention Centers

The Juvenile Detention Center on West Dallas is a secure residential facility for juveniles requiring a restricted environment while awaiting court action. The Intake Screening 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. The Detention Center also houses youth awaiting transfer to the Burnett-Bayland Reception Center, private placement or Texas Youth Commission (TYC).

The Center features private sleeping rooms, multi-purpose activity rooms, gymnasiums, outdoors 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.

The Harris County Juvenile Justice Charter School provides an educational program which focuses on areas in which these students are generally deficient such as remedial read-

ing, language and math skills. Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, tutoring and individual visitation. A maximum of 48 juveniles can be held at the Westside Detention Center to relieve crowding at West Dallas. Detention hearings by teleconference avoid unnecessary transportation. In 2002, 6,215 juveniles were admitted to the Juvenile Detention Centers.

Mental Health and Related Services

Under the direction of Dr. Diana Quintana, the department assumed administration of the MHMRA Children's Forensic Unit. This unit is now part of the county electronic network system allowing reports to be transmitted and filed electronically. The Psychological and Social Services Department prepares evaluations electronically, which facilitates the provision of services and treatment. Judges can order youth to participate in assessment/treatment of mental health services through MHMRA as part of their rules of probation. Close to 100 children have been evaluated with Medicaid funds since September for a total saving of approximately \$22,000 dollars to the county. The Psychological and Social Services Department is recognized as a specialized unit, and all therapists have at least a Masters Degree in counseling or related services. An agreement was formalized with Prairie View A&M University creating a practicum/internship program in connection with the Forensic Unit.

The Harris County Psychiatric Center Sub Acute Unit served a total of 164 children referred by the department.

Probation Services Division

The Probation Services Division is a combination of Court Services and Field Services which results in improved case management and continuity in the processing of cases.

Pre-adjudication Team (PAT)

The Pre-adjudication Team (PAT) provides 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 2002, the team handled 409 cases with considerable savings in bed space and associated care in the Juvenile Detention Center.

Court Services

Once the District Attorney's office has filed a petition, the probation services staff prepares a comprehensive profile of a 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 TYC.

Deferred Prosecution (six 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, anger management and peer pressure programs are designed to teach juveniles to act responsibly. Drug-dependent youth are referred for therapy and education. Youth accused of shoplifting are referred to a home study program designed for shoplifters. Upon successful completion of their Deferred Prosecution contract, the case can be dismissed. In 2002, an average of 1,036 juveniles participated in the Deferred Prosecution program each month.

Probation Supervision

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 from nine offices located throughout Harris County known as CUPS (community unit probation services). During 2002, an average of 4,620 juveniles was under supervision by the Probation 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 a 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.

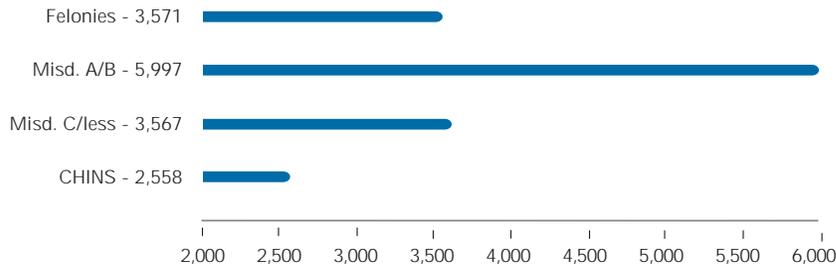
The department and law enforcement agencies have continued their cooperation in three programs. The Absconders Locator program finds youth who fail to appear in court or who have left a court-ordered placement facility without permission. The Gang Supervision Caseload program focuses on the sharing of 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. Project Spotlight operating in the Alief area consists of three teams of juvenile, adult and law enforcement officers working together to prevent recidivism of offenders assigned by the courts. Additional funding from the state allowed the program to expand further with gang prevention initiatives such as education and counseling.

Intensive Supervision

The Intensive Supervision Program (ISP) 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 In-Home Services program for girls allowed female probationers to remain at home with 24-hour supervision instead of going to a more costly residential facility. Their "Baby, Think It Over" program with computerized infants is an excel-

Severity of Offense, 2002



Most Serious Offense per Referral, 2000 - 2002

Offense	2000	2001	2002
Homicide	17	13	16
Arson	42	42	57
Assault - Felony	273	296	298
- MA/MB	894	929	910
- MC	2,077	1,364	1,643
Sexual Assault	94	101	124
Robbery	284	243	294
Burglary	896	946	1055
Theft - Felony	64	74	77
- MA/MB	1,610	1,636	1,582
- MC	222	98	107
Auto Theft	62	85	57
Unauthorized Use of a Motor Vehicle	298	382	397
Drugs - Felony	550	644	630
- MA/MB	1,204	1,428	1,427
- MC	124	53	88
Inhalants	30	13	13
Alcohol MB	11	21	8
Alcohol MC	14	5	6
Other - Felony	340	478	553
- MA/MB	2,127	1,997	2,070
- MC	2	1	2
Disorderly Conduct	87	68	71
City Ordinance Violations	920	488	417
Violations of Probation	1,295	1,421	1,233
Runaways - CHINS *	4,261	3,260	2,207
Other CHINS *	259	235	244
TYC Runaways	151	114	107
Administrative Actions	6,127	5,438	5,119
Total	24,335	21,873	20,812

* Children in need of supervision.

Referrals by School District and Ethnicity, 2002

	Afr-Amer	Hisp.	Cauc.	Other	Total
Aldine	464	371	191	15	1,041
Alief	407	333	109	46	895
Channelview	28	34	69	0	131
Clear Creek	17	21	190	11	239
Crosby	10	5	41	0	56
Cypress	188	227	514	33	962
Deer Park	14	45	91	0	150
Galena Park	102	210	107	1	420
Goose Creek	110	117	143	0	370
Houston	1,834	1,603	553	25	4,015
Huffman	2	2	43	0	47
Humble	39	43	187	2	271
Katy	39	67	184	8	298
Klein	151	83	267	10	511
La Porte	9	25	87	0	121
North Forest	252	54	5	0	311
Pasadena	65	336	303	8	712
Sheldon	20	21	31	0	72
Spring	137	66	96	5	304
Spring Branch	72	146	116	14	348
Tomball	10	14	89	0	113
Stafford	4	0	2	0	6
Waller	2	2	22	0	26
Pearland	1	2	7	0	10
Private/Parochial	506	374	358	10	1,248
Out of County	213	163	274	10	660
College/University	17	18	21	0	56
H C Education Dept	102	81	97	2	282
JJAEP	302	463	176	9	950
Juvenile Board	250	313	132	9	704
Charter School					
Not Available					5,483
Total	5,367	5,239	4,505	218	20,812

Court Activity, 2002

Disposition	
Certification	123
Certification Denied	7
CPS Involvement	100
Deferred Prosecution	2,170
Determinate Sentencing	48
Dismissed / Non-Suit	3,574
Early Termination of Probation	92
Mental Health	0
Not Found CHINS or Delinquent	9
Passed	556
Passed/Writ	414
Probation*	6,992
Probation/Restitution*	500
ISP	177
TYC	476
Bound Over to TDCJ	15
Other	630
Total	15,883

Residential Services for youth on probation

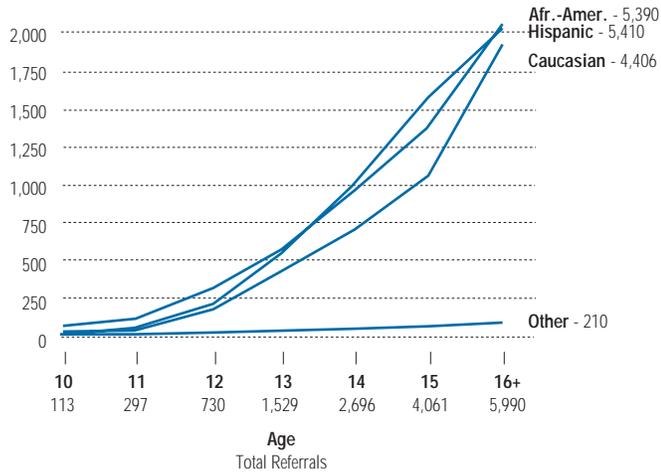
Bokenkamp	2
Campbell Griffin Center	3
Center for Success and Independence	19
CSC/Colorado County Boot Camp	29
Daystar Residential, Inc.	3
Good Shepherd Residential	1
Gulf Coast Trades Center	33
House of Aces	12
Jaycee's Children's Center	11
Kerr County	19
Krause Center	24
McDuffie's Adolescent Center	3
Positive Steps, Inc.	14
Roo Agency	3
Sandy Brook Residential Treatment	16
Shiloh Treatment Center	4
Tejas Home for Youth	10
TMG/Hayes County Juvenile Center	6
Waymaker	3
Total	215

Most Serious Offense Per Admission to Detention, 2000 - 2002

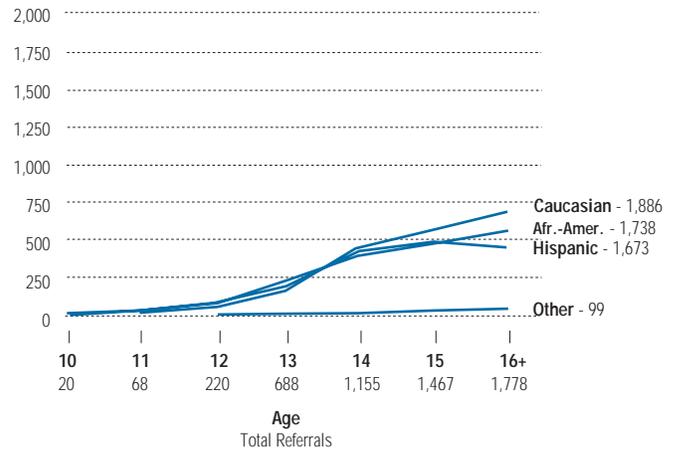
Offenses	2000	2001	2002
Murder	11	10	12
Arson	25	33	34
Assault			
Felony	254	319	263
Misd A/B	524	535	467
Misd C	56	38	35
Sexual Assault	94	96	136
Robbery	252	267	248
Burglary	452	545	561
Theft			
Felony	45	57	47
Misd A/B	555	583	474
Misd C	31	14	8
Auto Theft	46	68	46
Unauthorized Use of a Motor Vehicle	225	360	339
Drugs			
Felony	341	416	315
Misd A/B	456	516	481
Misd C	12	10	10
Inhalants	20	11	6
Alcohol Misd A/B	1	14	3
Alcohol Misd C	5	1	4
Other			
Felony	182	276	288
Misd A/B	897	995	826
Disorderly Conduct	77	51	60
City Ordinance	52	50	38
Violation of Probation	747	901	899
Runaway* (CHINS)	145	156	132
Other* (CHINS) Offenses	11	12	11
TYC Runaways	284	223	206
Administrative Actions	611	507	266
Total	6,411	7,064	6,215

*Children in need of supervision (status offenses)

Referrals by Age and Ethnicity - Males, 2002



Referrals by Age and Ethnicity - Females, 2002



MHMRA of Harris County

Evaluations for 2002	
Psychological Screenings	1,203
Full Psychological Evaluations	208
Psychiatric Evaluations	319
Total Evaluations	1,730

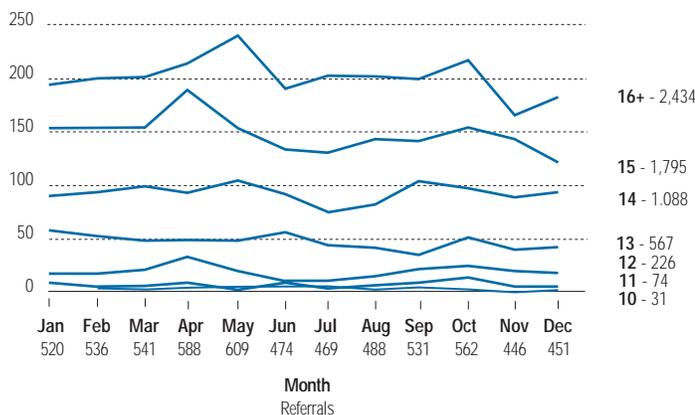
Referring Agency, 2002

Baytown Police Department	490
Constable's Office	1,336
Harris County Sheriff	2,931
Houston Police Department	4,834
Juvenile Probation Officer	3,146
Other	2,031
Pasadena Police	453
Schools	5,591
Total	20,812

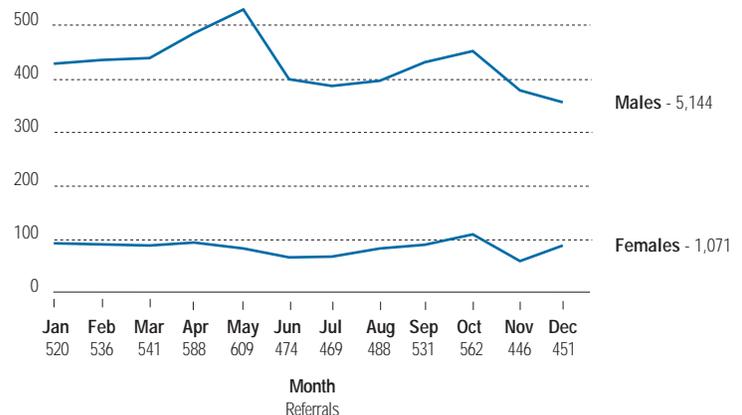
Severity of Offense, 2002

Felonies	3,571
Misd. A/B	5,997
Misd. C/Less	3,567
CHINS	2,558
Total	15,693

Admissions to Detention by Month and Age, 2002



Admissions to Detention by Month and Sex, 2002



Probation Services Programs for 2002

Program	Description
Death or Adulthood	DOA allows certain at-risk juveniles to visit the county morgue to create awareness of the consequence of gang activity and drug use.
Drug Free Youth Program	Certified alcohol and drug abuse Counselors are stationed in all satellite offices by the Houston Council on Alcohol and Drugs to intervene with those who have substance abuse problems.
Educational Workshops	Workshops for youths and families on various topics.
Early Termination	A voluntary program that may shorten probationary periods.
MADD Victim Impact Panel	Workshops for probationers and families intended show the real consequences of drinking and driving presented by Mothers Against Drunk Driving.
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 juvenile probation coordinators. Financial restitution is also received.
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. Inmates with Operation Kick-it visit probation units with their drug prevention program.
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.

lent learning experience for girls.

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 2002, an average of 367 juveniles received services in the ISP program each month.

Aftercare intensive Supervision

The CUPS 7 Aftercare Intensive Supervision unit provides intensive supervision for youth leaving all county institutions during the weeks following release from structured institutional life. This unit supervised an average of 680 juveniles each month in 2002. Clients participate in Saturday programs, drug testing, electronic monitoring, parent-education workshops and Reality Orientation through Physical Experiences (ROPES) courses. Project 17 officers work to interest the older probationers in careers and prepare them for independent living.

Mental Health Services

CUPS 7 is the home of the new Mental Health Services and Supervision Unit (MHSS) funded by TJPC and the Texas Council on the Mentally Impaired. Four teams consisting of a juvenile probation officer and a mental health professional work with special caseloads of youth with mental problems. In addition, a psychiatrist is assigned to the unit for crisis intervention and medication management.

Community Service Restitution

The Community Service Restitution Program arranges work sites for youth in all divisions of the department including those referred for lesser offenses. In 2002, 10,558 youth worked 112,103 hours at sites around the county including cemeteries, vacant lots and non-profit agencies.

Monetary Restitution

In 2002, the courts ordered 620 juvenile offenders to pay \$353,387 to victims. The department collected \$118,672 in financial restitution with collection continuing from cases heard in the latter part of 2001. Financial restitution of more than 1/2 million dollars has been collected since 1993.

Residential Facilities and Related Services Division

Post-adjudication facilities are the Burnett-Bayland Reception Center, the Burnett-Bayland Home, the Delta Boot Camp and the Harris County Youth Village. The division continues to use the DART system of structured supervision and programming from campus to campus. DART stresses personal accountability through Discipline, Accountability, Redirection and Transition.

Burnett-Bayland Reception Center

The Burnett-Bayland Reception Center (BBRC) is a secure placement constructed on the Burnett-Bayland site. BBRC opened in 1998 with a state grant provided by the Texas Juvenile Probation Commission and is supplemented by Harris County funds. Each juvenile offender to be placed in a county residential facility is first sent there to be carefully evaluated. In 2002, assessments were completed for 1,007 youth who were then 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 sexual 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 services and other programs to BBRC. The Juvenile Justice Charter School provides educational classes at BBRC.

Burnett-Bayland Home

The court places delinquent youth who do not require secure confinement at the Burnett-Bayland Home (BBH). In 2002, 355 young men lived in cottages on the 40-acre park campus. Residents attend on-campus classes taught by the Juvenile Justice Charter School. Those attending GED classes or extra-curricular activities may go off campus. Family visitation is encouraged and parents participate in regular counseling sessions. Programs such as drug and alcohol counseling, therapy and peer mediation play a significant role in the rehabilitation of the residents. Privately funded activities such as the disc golf course, art, a photography program and a print shop bring yet another learning dimension to the residents. Three basket-

ball 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 conducts a weekly tutoring program. Residents also participate in a summer Boy Scout program and the Texas Department of Criminal Justice Outreach program.

Harris County Youth Village

The Youth Village lakefront campus located in the Clear Lake area provides educational, medical and therapeutic services as well as drug education and drug therapy for older males who are 15 to 16 years of age. In 2002, 418 youth stayed at the Youth Village. The Youth Village's behavioral program targets personal responsibility, appropriate expression of anger, positive decision-making and leadership, and ultimately, self-management of one's own behavior. Student-led community governments meet weekly. The Youth Village Charter School offers a full academic and varied vocational curriculum, including concentration on GED preparation. In 2002, a record number of 52 students completed their GED exams. The Vocational Career Modules include plumbing and electrical apprenticeships, automotive service certifications and floor and wall ceramic tiling. Students also learn practical skills such as job hunting, household management and personal budgeting. Funded by Houston Endowment, Inc., the Swalm Foundation and others, the Chrysalis Dance Company teaches dance technique and improvisation at the Youth Village which builds self-esteem and respect for others.

Delta Boot Camp

The Delta Boot Camp provides a residential correctional program for adjudicated males, ages 14 to 16, who have been determined by the court to need a discipline-oriented program. The boot camp facility in west Harris County opened in 1999, and accommodates 144 young men. During the year 2002, 497 young men participated in the program. The trainees take part in a structured basic training program made up of four phases which are discipline, accountability, redirection and transition. The goal of the Delta Boot Camp is to provide a successful reintegration into the community and family. Educational classes are provided by teachers from the Juvenile Justice Charter School as well as counseling, anger management, mental health services and physical training by the Mental

Health Mental Retardation Authority of Harris County. Following their stay at the boot camp, the trainees return home and attend school with intensive supervision by JPOs from CUPS 7, a special Probation Services aftercare unit. They also participate in community service projects, drug testing and counseling sessions.

Residential-Community Services

When a juvenile must be removed from the home, the Residential-Community Services 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. Another special unit reviews all cases for possible federal reimbursement from Title IV-E funds. In 2002, a total of \$737,852 was requested for IV-E reimbursement from the federal government.

The Harris County Advocate Program (H-CAP) offers a community-based alternative to placement. The program serves adjudicated offenders whose behavior and social circumstances put them at risk of placement in residential treatment facilities. It offers a range of individualized non-traditional wrap-around and advocacy services for the youth and the entire family.

Community Development Division

Many organizations and institutions in the community depend on representation from the Juvenile Probation Department for their boards, meetings, special events and policy-making decisions. These partner organizations provide vital services for juveniles and families who need everything from parenting advice to drug and alcohol abuse counseling, guidance on mental health issues, assistance for domestic violence problems and a wide range of other needs. It is important that these supporting service organizations as well as the community understand how the department operates and who the personnel are at all of its locations. In addition, any changes in state or federal law regarding juvenile probation must be explained to the public at every opportunity. The Community

Development Division staff works to meet the needs of parents, children, other agencies and taxpayers.

This staff is responsible for providing information to the news media, other agencies, public officials, academic institutions and interested citizens to increase public understanding of juvenile corrections and build community support for the agency's mission. Information is also provided to victims of juvenile offenders.

The Community Development Division also works to acquire grants from federal and state government, foundations and private organizations. During the year 2002, more than \$2 million in grant funds was received to create innovative rehabilitative programs as well as continuing established programs and services. The department received funding to continue the services offered through the Safe Schools/Healthy Student Initiative, and now referred to as the Safe Schools/Healthy Students Partnership. In addition, funds were acquired to improve the social and intensive supervision services to female offenders assigned to the Mariposa Project and the In-Home Services for Girls programs. Services were expanded to include additional counseling, educational workshops and a communication skills development program. Another program funded through alternative funding was Project Spotlight, which provides intensive supervision services to youth in the Alief area. Programs maintained through grants included the Private Residential Placement Program, the Mental Health Services Supervision Unit and Residential Substance Abuse Treatment.

Administrative Services Division

The Administrative Services Division mission is quite diverse and includes liaison to Harris County Commissioners Court and other agencies, monitoring legislation and coordination of legal issues facing the department. A major focus has been the planning and design of the new Juvenile Justice Center in downtown Houston and the expansion of the Juvenile Detention Center at 3540 W. Dallas. These designs are nearing completion and construction will begin in 2003.

Budget and Information Technology Division

The Budget and Information Technology Division provides services in the areas of fiscal management, information systems management, and supportive services operations. The Budget Unit is responsible for preparation and management of the annual budget. It also regulates the department's expenditures and receipts. The Technology and Systems Development Unit provides services that pertain to computer networking and information resources for research, planning, and management.

2002 Expenditures

Harris County Commissioners Court - \$43,123,086	
General Fund	\$42,729,264
Bond Funds	393,822
Texas Juvenile Probation Commission - \$11,564,579	
State Aid Grants to counties	3,559,691
Community Corrections Funding	3,911,827
Operating Cost for Reception Center	1,143,759
Delta Boot Camp	1,056,042
Challenge Grant (Residential Services)	75,200
In-House Services Program	72,103
Salary Adjustment for Juvenile Probation	1,461,643
TCOMI (Texas Council on Offenders with Mental Impairments)	284,314
Criminal Justice Division of the Governor's Office - \$2,137,663	
Project Spotlight	666,229
Residential Substance Abuse Grant	595,452
Juvenile Accountability Incentive Grant	875,982
Other Funding Sources - \$587,347	
Title IV-E Federal Reimbursement	446,943
Juvenile Probation Equipment Fund	22,399
HISD Funded/Houston Safe Schools	95,700
HGAC Funded/Safe Schools Program	14,205
Junior League of Houston, Inc.	8,100
Total	\$57,412,675

Figures are actual expenditures for the period of January 1, 2002 through December 31, 2002.

Supportive Services maintains office inventories of general supplies, provides mail courier, document duplication, and print shop services. In 2002, the department's expenditures were \$57,412,675. 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.

Technology and Systems Development

In concert with JIMS (Justice Information Management System) and CTC (Central Technology Center), the Technology and Systems Development Unit maintains the system that tracks juveniles, their offenses, pre-adjudication activities, case docketing, dispositions, and post-adjudication services and activities. The unit also maintains the department's computer network (WAN), which encompasses the administrative building and sixteen remote office and/or institution sites. Network users have access to JIMS' facilities, local PC applications, the Internet, and E-fax, as well as specialized applications developed by Technology and Systems Development staff programmers. Technology and Systems Development technicians provide maintenance and upgrades of personal computers, printers, and related peripheral hardware. The unit's Information Systems component engages in a diverse set of activities, which include application development and maintenance, research, planning, and user training. It also handles data requests from federal, state, and local agencies including universities, funding sources and the media. Web-based designs are being integrated into developing applications to better facilitate the exchange of information across the department's WAN and with its affiliates.

Human Resources Division

Personnel

The Personnel Unit provides staffing for the department and ensures that county personnel regulations are followed throughout the agency. This unit posts available positions, processes employment applications, interviews applicants and supervises screening and hiring. The unit monitors and processes salary changes and interacts with various departmental entities to maintain accurate salary and position control information. In addition, this unit assists staff in securing employee ben-

efits, monitors grievance proceedings and mediates minor disputes. The annual Performance Appraisal is administered electronically throughout the department resulting in a detailed method for managers to measure employee work performance throughout the year. Employment records are maintained by this unit for all department staff which numbered 882 at the close of 2002.

Payroll

The Payroll Unit assists all staff in securing employee benefits for all employees of this department. This includes signing up new employees, medical and retirement benefits/changes, monitoring and processing of salary changes, and monitoring of all other employee benefits. The unit also interacts with the county budget, payroll offices, and other county departments to maintain accurate payroll information. In 2002, salary equalization was implemented for staff services.

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. Five years ago, an in-house academy for new employees was developed using juvenile probation officers who completed specific training to become certified Resource Training Officers (RTO). In 2002, over 900 staff attended several hundred workshops on topics such as juvenile crime prevention, legal liabilities, professional ethics, verbal intervention techniques, the role of the probation officer, case planning/management, officer safety, and interagency collaboration. This unit also coordinates the Public Speakers' Bureau for community outreach and identification update, and criminal records checks.

Accreditation Procedures

The Accreditation Unit coordinates the development of policies and procedures in order to meet both national and state standards. The American Correctional Association (ACA) audits the Juvenile Detention Center every three years. The

Texas Juvenile Probation Commission (TJPC) audits the Juvenile Probation Department annually as well as the Juvenile Detention Center, Burnett-Bayland Reception Center and the Delta Boot Camp. TJPC audits juvenile case files, employee training records, documentation files and other information. The Accreditation Manager conducts random audits throughout the department to ensure compliance.

Crossroads: Community Partnership for Youth, Inc

Crossroads, a non-profit United Way agency, carefully recruits, screens and trains volunteers and interns for the department. Crossroads integrates the community with the agency, a partnership that allows the department to meet goals of providing quality services to redirect the lives of youth. In 2002, 508 volunteers and interns donated 53,025 hours in recreational, educational, mentoring, religious and community service programs for youth on probation or in institutions. With volunteer work valued at \$16.05 per hour, the department has received \$851,051 in assistance from community volunteers and interns. Included in the grand total are volunteers working in specific areas of the department. Fifteen volunteers from Junior League of Houston, Inc. donated 464 hours counseling children and families continuing a remarkable partnership of almost 36 years with the department. Eighty-eight dedicated volunteers with Special Youth Services donated 10,757 hours and 91 volunteers with Youth Exchange worked 3,422 hours. Often requested by the courts, 262 Crossroads volunteers served 27,811 hours as mentors and role models for youth. Also included in the grand total is the work of 41 interns from area colleges and universities who worked 10,005 hours in the department's student intern program. They served throughout the agency in a variety of positions, receiving training and experience in juvenile corrections.

Judge Kent Ellis of the 315th District Court serves as a member of the Crossroads board.

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-operated juvenile institution.

Juvenile Justice Alternative Education Program

Students attending the Juvenile Justice Alternative Education Program (JJAEP) have been expelled from one of 22 local school districts for serious criminal activity or serious misconduct while at school. The program also provides academic transition services to many juveniles returning from county juvenile institutions. The JJAEP focuses on accelerated academic growth and behavior skills that will help students be successful when they return to their home schools. 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. Other ancillary services include mental health services, substance abuse intervention, social services, health-related services, after school programs and summer school. The JJAEP is funded by the Texas Juvenile Probation Commission, local school districts, and state and federal grants. Since the 1996-97 school year, the JJAEP has served over 5,700 students with 1,340 students attending in the 2001-2002 school year.

Juvenile Justice Charter School

Beginning in 1998, all juveniles placed by the courts in detention and residential facilities are provided educational services under one comprehensive academic program, the Harris County Juvenile Justice Charter School (JJCS). The JJCS focuses on student progression in the core academic curriculum, vocational education and social/life skills. Fifty-two students received their general equivalency degrees (GEDs) during the 2001-2002 school year. Funded by the Texas Education Agency and state and federal grants, the JJCS provides a year-round school with after school tutorials so that students can continuously improve their educational skills.

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