

alternatives to ensure success

Harris County Juvenile Probation Department

2007 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

As Chairman of the Harris County Juvenile Board, I realize, as we all do, that the younger members of our society are the future of our community. Day after day and year after year, thousands of young people who have made errors in judgment are brought to the department. Decisions must be made by the staff to help them learn from their mistakes and change the direction of their young lives. Most of the time, youth remain at home under the watchful eye of juvenile probation officers. However, sometimes placement out of the home is recommended.

While adult criminal justice centers on protecting society, the focus of juvenile criminal justice is different. The Commissioners Court, judges, law enforcement and the community want the best decisions made for rehabilitation whenever possible. The Juvenile Probation Department is embarking on a new path to improve its decision-making policies and take advantage of nationwide research done in hundreds of other cities. As a Harris County resident and county judge, I support their work in transforming youth with problems into productive citizens.

Ed Emmett

County Judge



From the Executive Director

A subject often debated is whether a juvenile probation department is a law enforcement agency or a social services agency. The reality is that we are both, and our debate is just how far from the midpoint we are. We serve in many different roles and the talents of our staff are tested in areas they never envisioned.

We must constantly weigh the need to protect our community and the need to follow the mandates in the Texas Family Code which includes the rehabilitation of young offenders. Our challenges are increasing. In the last ten years, we have built two 144-bed secure, post-adjudication facilities and nearly doubled the capacity of one non-secure facility. At the same time, we expanded our detention capacity. Yet the numbers of youth admitted into our detention center and ultimately into our post-adjudication facilities continue to increase while lengths of stay must be shortened. Recent limitations placed by the Texas Legislature on the commitment of misdemeanor offenders, including chronic offenders, to the Texas Youth Commission have aggravated this situation. Should we spend more and more on facilities and operations or invest heavily in community-based alternatives? The Harris County Juvenile Board and Harris County Commissioners Court support looking at alternatives, but we have much to explore, to overcome and to implement while we remain vigilant of the need to protect the public.

The review is only beginning.

Harvey Hetzel

Executive Director

Alternatives to Ensure Success

The United States puts more people in prison than any other country in the world and there are more adults imprisoned in Texas than in any other state. The numbers are tragic and staggering. It is clear that neither Texas nor the federal government can afford to continue building more prisons when the real solutions may lie in communities. As the number of admissions to prison facilities increase, lengths of stay must be decreased, and, as a result, effectiveness of prison stays may be seriously compromised.

While overall referrals to the Harris County Juvenile Probation Department have not increased dramatically, admissions to our Detention Center have outpaced the referrals. This alarming development has become the catalyst to search for alternatives and changes. The challenge is to maintain the safety of the public while decreasing reliance on detention facilities. This led the Executive Director of the department to approach the Annie E. Casey Foundation and ask them to consider Harris County as a site for its Juvenile Detention Alternatives Initiative. The Annie E. Casey Foundation is a philanthropic organization that has an impressive track record of demonstrating dramatic results in the most challenging environments. The department's invitation to the Casey Foundation was endorsed by the Harris County Juvenile Board and the members of the Harris County Commissioners Court who stated in their policy statement that "A set of alternatives should be outlined... programs, policies, and procedures that would seek, on a continuing basis, to divert youth from justice facilities where possible."

Serving the citizens of the third largest county in the United States with a population of almost four million and 250 juvenile detention beds has been possible because of the innovative diversion programs that have been in place for years. Less than 20% of youth taken into custody by law enforcement in Harris County are admitted into detention, and those released are often released under the intense supervision of the Pre-adjudication Team or "home detention." There are other tried-and-true programs. For younger, non-violent offenders, the court offers Deferred Prosecution which guides them through six months of specialized programs, counseling and supervision aimed at avoiding adjudication and diverting them from the juvenile justice system.

Another effective tool is the Intensive Supervision Program which diverts high-risk youth from state institutions and redirects their lives through a program of close supervision and rehabilitation. An intervention program allows some female probationers to remain at home with 24-hour supervision instead of going to a residential facility. The Harris County Advocate Program (H-CAP) offers community-based alternative to placement focusing on adjudicated offenders whose behavior and social circumstances put them at risk for placement in residential treatment facilities.

Other community-based programs such as PACE Youth Programs, Inc., Youth Advocate Programs, Inc. and AAMA (Association for the Advancement of Mexican Americans) intervene to keep youth at home and in school whenever possible. The goals of all of these programs to support youth while staying in their own homes parallel the goals of the Juvenile Detention Alternatives Initiative.

The Harris County Juvenile Probation Department has diverted thousands of youth from detention, placement and state institutions, but no one is content to stop looking for the best alternatives. The county is growing and, unfortunately, juvenile offenses may grow with it.

With support from all levels of Harris County government, non-profit organizations and faith-based groups as well as the general public, the juvenile probation staff is prepared to explore every workable way to keep young offenders with their families while learning to live lawfully. The department will continue to search diligently for every possible alternative to ensure a juvenile's best chance at success. It is committed to serving and protecting the public while redirecting the lives of juvenile offenders.

2007 Highlights

The Burnett-Bayland Home now serves a population of females. For the first time in 20 years, it is the home for girls age 10 to 17 years who require a non-secure residential placement.

At the 2007 General Staff meeting, the following individuals were honored by their peers: Boss of the Year, *Tania Wallace*; Educator of the Year, *Adekemi Awosanya*; Juvenile Probation Officer of the Year, *Simuel Thomas*; Support Services Person of the Year, *Leroy Barrera*; Staff Services Person of the Year, *Gracie Hernandez* and Institutional Officer of the Year, *Nicole Collier*.

Congratulations to *Byron Scott* who performed CPR on a fellow Burnett-Bayland Reception Center employee who suffered a heart attack on the same day staff was receiving CPR training. Byron received an award from the American Red Cross.

Marine Sgt. *L. V. Bryant*, a Delta Boot Camp drill instructor, was awarded the Navy and Marine Corps Achievement Medal and honored for his outstanding leadership and devotion to duty.

Tom Brooks, formerly Assistant Deputy Director of Probation Services, was promoted to Deputy Director of Intake Court Services. *Henry Gonzales*, former Assistant Deputy Director in Education Services, was promoted to Deputy Director.

Larry Smith retired in July after 36 years of service. Larry began his career at the Juvenile Detention Center in 1971 and became superintendent at the Burnett-Bayland Home in 1991. He was appointed superintendent of the new Delta Boot Camp in 1994 and stayed there until his retirement.

Several other staff retired after long careers with the department. *Dirk Johnson* retired from BBH after 25 years; *Margaret Wiggins*, secretary for CUPS 1 retired after 34 years; Juvenile Probation Officer *Kathy Winkler* retired from CUPS 0 after 33 years service; *Carolyn Woodard* from the Youth Services Center after 34 years; *Terri Ann Walker* from Intake, 31 years and *Bruce Bell* from Field Services after 26 years.

A number of employees were recognized in 2007 for outstanding tenures with the department: The 20-year mark was reached by *Sammie August*, *Rosa Escobar*, *Maura Green*, *Loretta Tigner* and *Calvin Williams*. Those with 25 years service are *Lawton Campbell*, *Mamie Cowans* and *Fannie Green*.

The Female Intervention Program (FIP) sponsored a number of interesting trips and meetings with juvenile probation officers in charge. Participants of the Girls Aftercare Program of CUPS 7 joined the FIP group to visit the Alamo and the Riverwalk in San Antonio. Another field trip went to the Texas State Capitol and the University of Texas Campus.

A Girls Conference organized by the female staff of CUPS 1 and chaired by *Faynetta Lavergne Burrell* was held in August. Over 125 attendees on probation received tips on how to be healthy, happy and successful.

The CUPS 4 probation field office relocated into their new facility at 5815 Antoine. CUPS 2 relocated to 9111 Eastex Freeway. CUPS 6 staff relocated next door in the former Harris County Credit Union space. Members of the CUPS 0 staff formerly known as the Deferred Prosecution Unit were placed in each of the six field units to better serve their clients.

The Houston Bar Association in collaboration with the department, law enforcement and the district attorney's office started the Juvenile Consequences program in September 2007. On the 3rd Tuesday of the month, each sector of the system explains their role to young offenders.

The Forensic Unit of the Health Services Division became accredited in 2007 as a pre-doctoral internship training site for doctoral interns from across the country.

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 2007, \$66,910,781 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 members of the Commissioners Court are as follows:

Robert Eckels (resigned February, 2007) Ed Emmett (effective March, 2007) Harris County Judge	El Franco Lee Commissioner Precinct One	Sylvia Garcia 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 Juvenile Board monitors all of the department's programs, institutional services and residential placement facilities. The board also sets administrative policies and approves the department's annual budget prior to submission to the court. The members of the Juvenile Board are as follows:

Judge Robert Eckels (resigned February, 2007) Ed Emmett (effective March, 2007) Harris County Judge	Judge Pat Shelton 313th District Court Buildings and Grounds	Judge John Phillips 314th District Court Vice Chairman Secretary Buildings and Grounds	Judge Michael Schneider 315th District Court	Judge George Godwin 174th District Court Budget and Finance
	Judge Georgia Dempster 308th District Court Budget and Finance	Judge Ken Wise 152nd District Court	Judge Richard Vara Justice of the Peace Precinct 6	

Associate Judges

Robert Molder 313th District Court	Aneeta Jamal 314th District Court	Evan Glick 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 when called upon. The committee includes the following:

Beverly Malazzo Associate Judge Chairperson	Ann Campbell Helen Jackson Robert Thomas	Connie Clancy Jo Ann Jones-Burbridge John Trevino	Elizabeth Godwin Rebecca Reyna	Celestine Harris Will Risser, M. D.
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Administrative Staff

Executive Director, Chief Juvenile Probation Officer
Administrator of Community Development

Harvey Hetzel
Kendall Mayfield

Budget and Information Technology

Deputy Director
Assistant Deputy Director
Assistant Budget Officer
Administrator of Technology and Systems Development
Administrator of Special Projects and
Custodian of Records
Administrator of Systems Operations

John Sukols
Izer Billings
Janie Moreno
Pam Boveland
Genevieve Walls

Robert Murray

Education Services

Deputy Director
Assistant Deputy Director
Assistant Deputy Director

Margaret Rohde/Henry Gonzales
Julie Baker
Barbara Redeker

Human Resources

Deputy Director
Assistant Deputy Director
Director of Training, Accreditation
and Quality Assurance

Roslyn Beaty-Ellis
Marilyn Broussard-Webb
Terry Snow-Smith

Health Services

Deputy Director

Diana Quintana, Ph.D.

Intake Court Services

Deputy Director
Administrators, 313th, 314th, 315th Court Units
Administrator, Intake Services
Administrator, Youth Services Center

Tom Brooks
Terri McGee, Guadalupe Mendiola
Tim Broussard
Mary Castillo

Pre-adjudication Institutions

Deputy Director
Superintendent

Bob Husbands
David Hetzel

Residential Facilities and Related Services Division

Deputy Director
Assistant Deputy Director
Superintendent, Burnett-Bayland Reception Center
Assistant Superintendent
Superintendent, Burnett-Bayland Home
Assistant Superintendent
Superintendent, Delta Boot Camp
Assistant Superintendent
Superintendent, Harris County Youth Village
Assistant Superintendent
Administrator, Residential-Community Services

William H. Thompson
Keith Branch
John Kandeh
Kernal Bobb
John Kandeh
Charlene Laskoskie
Larry Smith/Donald Clemons
Bert Carter
Loretta Tigner
Obi Nweke
Debbie Williams

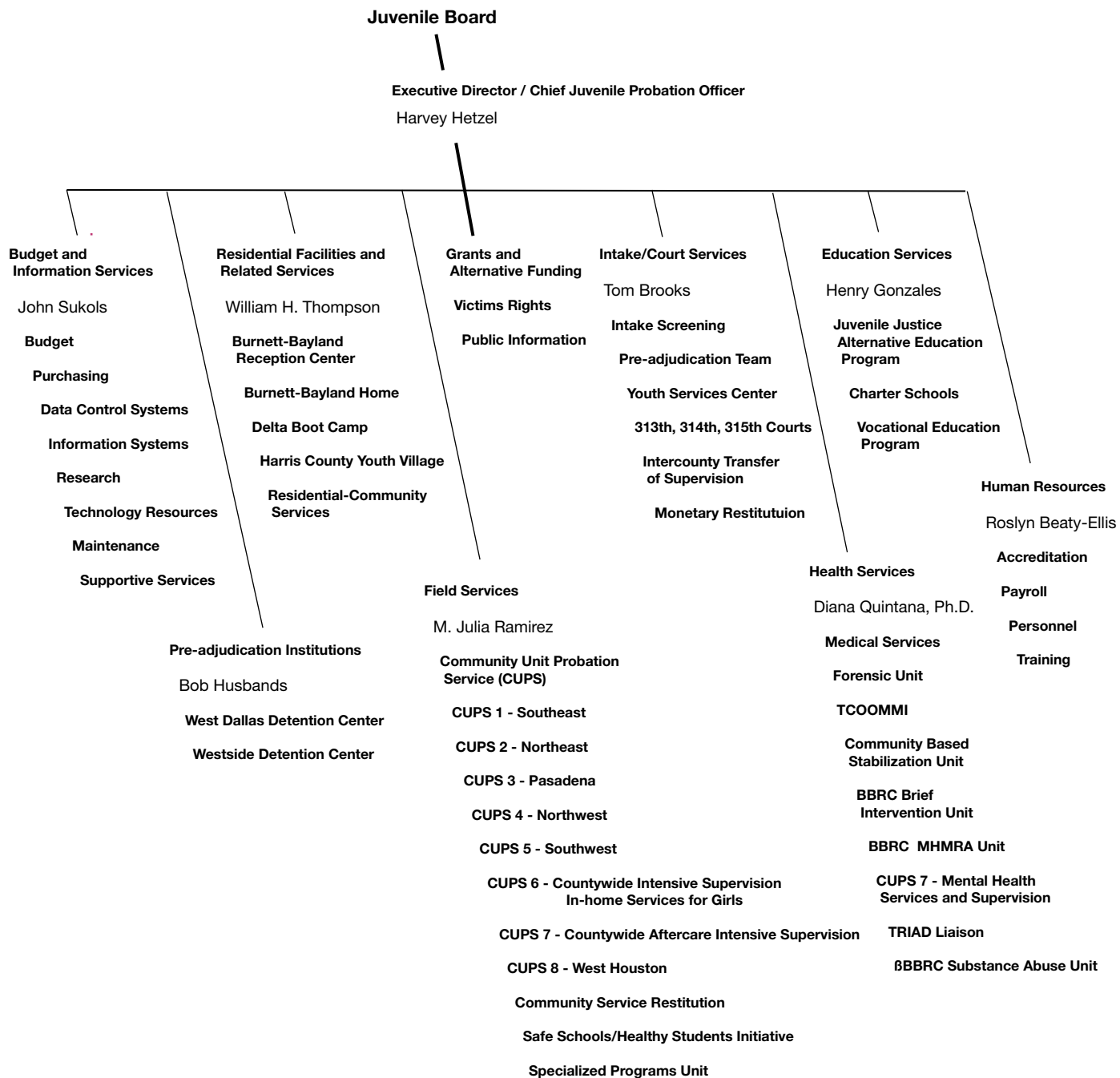
Field Services

Deputy Director
Assistant Deputy Director
Administrator of Field Services Operations
Administrator, CUPS 1*
Administrator, CUPS 2
Administrator, CUPS 3
Administrator, CUPS 4
Administrator, CUPS 5
Administrator, CUPS 6
Administrator, CUPS 7
Administrator, CUPS 8
Administrator, Specialized Programs

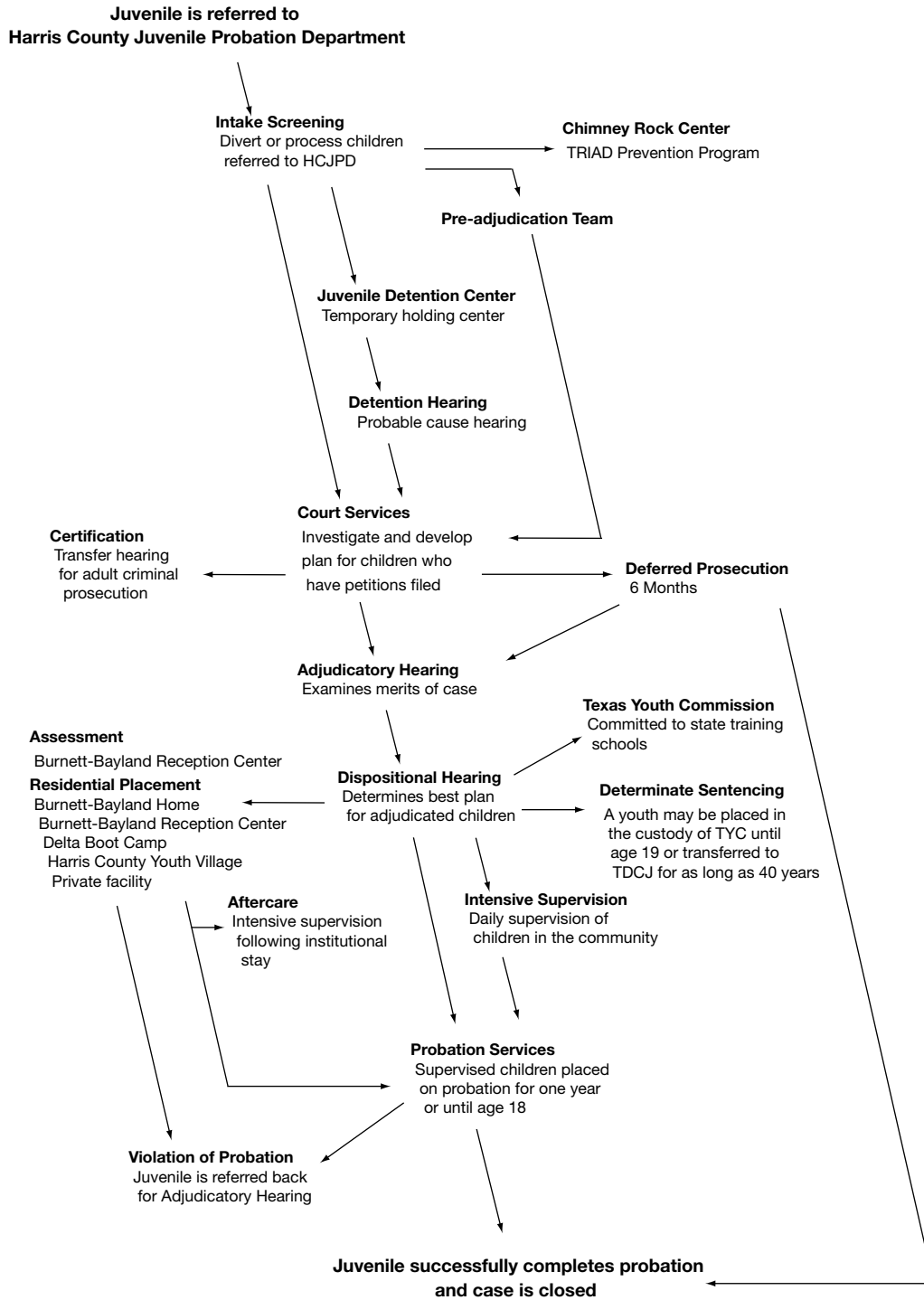
M. Julia Ramirez
Luann McCoy
Alice Sweeney-Herd
Diana Johnson
Tim Washington
Pedro Guzman
John Sloan
James Redic
Andrea Rice
Susan Bonich
Donald Camp
Tania Wallace

* Community Unit Probation Services (CUPS)

Organizational Chart



Case Flow Chart



TRIAD Consortium

TRIAD Prevention Program

Before moving its programs to the new Harris County YSC, the Chimney Rock Center (CRC) served as a 24-hour intake center for youth, ages 10 to 17, who are detained 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. At the YSC, services include screening and assessment, crisis intervention, counseling, emergency shelter, referrals and follow-up. The Harris County Juvenile Probation Department (HCJPD), Harris County Protective Services for Children and Adults (HCPS) and the Mental Health and Mental Retardation Authority (MHMRA) are partners in the TRIAD Prevention Program with the TRIAD executive director reporting to HCPS. In 2007, 2,214 juveniles who had run away, broken curfew, skipped school or committed Class C misdemeanors such as alcohol violations received services at the YSC and another 1,339 juveniles were assisted by the probation staff. In 2007, YSC Intake staff received 1,162 non-custody status offense and Class C Misdemeanor referrals and provided services to these youth. Many parents consult the TRIAD staff to find ways to prevent their children from breaking the law.

In addition to Intake services, the TRIAD Prevention Program operates the Justice of the Peace Court Family Service Case Manager Program, the TRIAD Mental Health Services Program and the Alliance for Children and Families (formerly the Community Resource Coordination Group). The TRIAD Prevention Program also administers grant-funded programs including Services to At-Risk Youth (STAR), Community Youth Development, Truancy Learning Camp and Title V Stay-in-School Program.



Harris County Youth Services Center

Intake Court Service Division

As part of the TRIAD consortium, the Intake Court Services division has 13 Juvenile Probation Intake staff assigned to the TRIAD Prevention Program. They coordinate and provide intervention and prevention services to at-risk children and families. The Youth Services Center (YSC) Intake staff implemented the Girls Inspiring for Future Timeless Success (GIFTS) program for females referred to the YSC. The overall goal of the GIFTS program is to address as many issues as possible in these young ladies' lives and provide them with enough sources and mentorship that will enable them to have successful futures. YSC Probation Intake supervises Deferred Adjudication cases and offers counseling, workshops and other programs aimed at diverting youth from the juvenile justice system.

Intake Screening

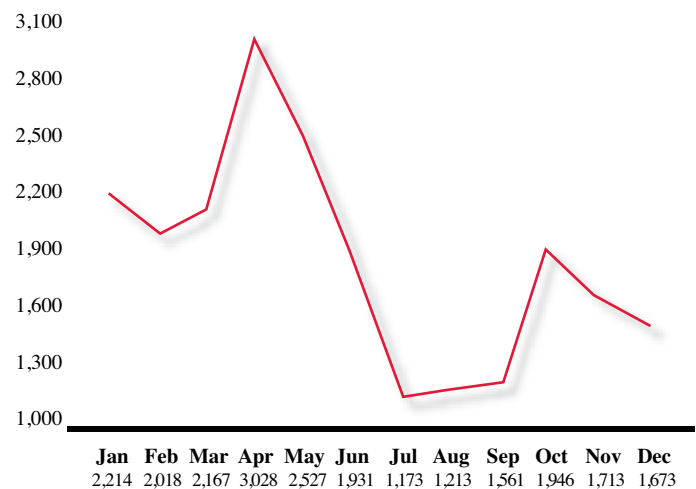
Harris County law enforcement officers may take a juvenile to one of two 24-hour intake units of the Juvenile Probation Department which are the YSC or the Juvenile Detention Center. Intake Screening is responsible for assessing immediate circumstances and deciding if the youth is to be detained or released. 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, he or she will be detained for a probable cause detention hearing conducted by an associate judge.

In 2007, there were 7,021 youths received at the Juvenile Detention Center. Approximately 10% of all youth received at the Detention Center are diverted annually by Intake Screening. This diversion program consists of the youth not being processed and being released within three hours from the time of receipt at the Detention Center. Additionally, Intake Screening and the YSC divert youth from detention via telephone staffing with all law enforcement and school district agencies.

For mental health issues, Intake Screening makes referrals by telephone for youths to the Ben Taub Neuro-psychiatric Center and the MHMRA to address their immediate psychiatric needs.

Intake Screening is also responsible for the supervision of probationers residing outside of Harris County by collaborating with Inter-County Transfer Officers throughout Texas as well as Texas Interstate Compact of Juveniles in Austin, Texas.

Number of Referrals by Month, 2007



Court Services

Once the District Attorney's office has filed a petition, 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 TYC.

The department and the Precinct 1 Constable's Office have created a "Top 30 Most Wanted List" of youths who have either absconded from the courts or who have left a court-ordered placement facility without permission.

Monetary Restitution

In 2007, the courts ordered 1,091 juvenile offenders to pay \$595,395.81 to victims. The department collected \$343,944.60 in financial restitution with collection continuing from cases heard from 2006 and before. In all, \$318,296.08 was disbursed to victims in 2007.

Pre-adjudication Team

The Pre-adjudication Team (PAT) provides intensive supervision to juvenile offenders who can be released from detention to await their court dates. This team ensures that the Detention Center has beds available for serious offenders who must be detained. Experienced officers work extended hours every day to monitor juveniles who are awaiting court. During 2007, the team handled 203 cases with considerable savings in bed space and associated care in the Juvenile Detention Centers.

Pre-adjudicated Institutions Division

The Juvenile Detention facility is located in the Juvenile Justice Center and houses youth pending court or awaiting transfer to the post-adjudicated facilities such as the Burnett-Bayland Reception Center, the Delta Boot Camp, the Harris County Youth Village, the Burnett- Bayland Home for girls, other private placements and the Texas Youth Commission.

The Detention Center consists of six housing floors accommodating 250 youth, and features private sleeping rooms, multi-purpose activity rooms, gymnasiums, 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 Juvenile Justice Charter School provides an educational program which 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.



Harris County Juvenile Justice Building

Health Services Division

The Health Services Division encompasses both Mental and Medical Health Services at the Juvenile Justice Center and throughout the agency. The mission of the division is to meet the emotional, behavioral and physical health needs of children who are involved in the juvenile justice system, while supporting the agency's commitment of protecting the public and providing rehabilitation to juvenile offenders.

In 2007, the Medical Department continued to develop its organizational structure and refine operational procedures to enhance the quality of services provided. Additional staff was hired to provide more consistent services with 16 hour coverage in the post-adjudicated facilities.

The MHMRA Forensic Assessment Unit provides psychological evaluations for pre-adjudicated and post-adjudicated youth in the Detention Center. The Forensic Unit is staffed by mental health professionals under the supervision of licensed psychologists and psychiatrists. They conducted 2,508 evaluations in 2007, including 240 psychiatric assessments. The Forensic Unit continues to serve as a practicum site for graduate students. In 2007, it became accredited as a pre-doctoral internship training site which has allowed for the department to attract doctoral interns from across the country.

In 2007, the Psychological and Social Services Department conducted 7,588 counseling sessions (including group and individual sessions) with 1,655 different juveniles. Referrals and evaluations can be handled electronically which facilitates the provision of services and treatment. The Psychological and Social Services Department is recognized as a specialized unit and all therapists have at

least a master's degree in counseling or related services. A psychiatrist visits the Detention Center to provide medication interventions or follow-up care. Approximately 40% of youths in the Detention Center are prescribed psychotropic medications.

Youths that are diagnosed with chronic and severe psychiatric symptoms can be treated in a special 16 bed unit at the Harris County Psychiatric Center (HCPC) Sub-acute Unit. HCPC served 146 youths in 2007, and a total of 907 since May 2001. The Psychiatric Stabilization Unit at the Burnett-Bayland Reception Center provided intense psychiatric and counseling interventions to 123 post-adjudicated youths in 2007. These services were provided in collaboration with MHMRA of Harris County.

The Community Unit Probation Services (CUPS) 7 office is the home of the Special Needs Program funded by the Texas Juvenile Probation Commission (TJPC) and the Texas Correctional Office on Offenders with Medical or Mental Impairment. This program consists of four teams made up of juvenile probation officers and mental health professionals who work with special caseloads of youths with mental health problems. In addition, a psychiatrist is assigned to the unit for crisis intervention and medication management. This program served 153 youths in 2007.

The Community Based Stabilization Unit was created in 2005 and follows the same concept as the Special Needs Program; however, this program is able to serve a broader population of youths (i.e., juveniles who are post-adjudicated, diagnosed with mental retardation or with substance dependency issues). This program staff consists of six teams made up of a juvenile probation officer and a mental health worker. They served 175 youths in 2007.

The Health Services Division continued to actively participate in two grant-funded collaborative initiatives during 2007. The Juvenile Probation Department is a key member in the Harris County Systems of Hope project which is a multi-agency children's mental health systems initiative funded by the Substance Abuse and Mental Health Services Administration. This project provides a case manager and a parent partner for youth who are identified as being seriously emotionally disturbed. In 2007, 21 youths and families were served by the Systems of Hope initiative.

The department is also participating in the Operation Redirect, which moved from planning to implementation in 2007. Four master's level triage clinicians were hired to perform "front door" behavioral health screenings and a Court Resource Coordinator was hired to ensure effective usage of screening results at the court room level. Approximately 753 screenings were conducted by Operation Redirect clinicians this year, and over 90% of these youths were evaluated prior to their court hearing. Initial results indicate a significant level of behavioral health concerns among the juvenile justice population. Data shows that between 40-60% of the juveniles evaluated suffered from some form of emotional disturbance, and 20-25% of youth can be categorized as severely emotionally disturbed. About 50% of all youth evaluated were diagnosed with some form of substance abuse and reported traumatic experiences.

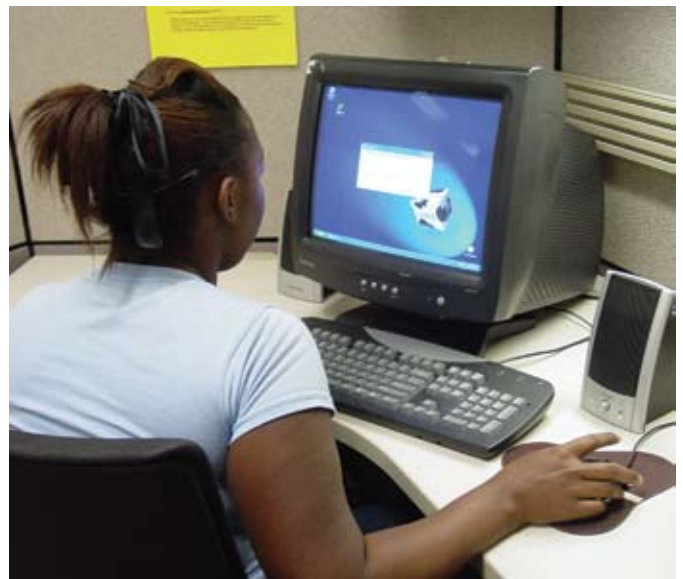
Field Services Division

Post-court Interview Unit

Located on the second floor of the Juvenile Justice Center, field officers report daily to interview families who are placed on probation or deferred prosecution in the three district courts. This unit was created in the Juvenile Justice Center to make contact immediately after court with the client and parent. The identity, address, school, employment and all pertinent information related to the youth and family is verified, and a MAYSI assessment instrument given to determine mental health needs. The AMY (Addiction Measure for Youth) instrument is also conducted to identify drug/alcohol education, counseling and/or treatment needs.

Deferred Prosecution

The court offers Deferred Prosecution to juveniles who are younger, non-violent offenders. The program guides them through six months of specialized programs, 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. Youths accused of shoplifting are referred to a home study program designed for shoplifters. Upon successful completion of their Deferred Prosecution contract, their cases can be dismissed. In 2007, an average of 1,406 juveniles participated in the Deferred Prosecution program each month. Beginning in the summer 2007, cases were assigned to the CUPS office located closest to the probationers' homes.



An assessment of mental health needs is an important part of the post-court interview.

Field Supervision

Most juveniles who go through the court system remain at home under field supervision. The time period is usually one year, but the courts may lengthen the duration of probation to age 18. Field supervision and rehabilitative services for youth and their families are provided from eight field probation services sites located throughout Harris County. During 2007, an average of 5,429 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 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.



An interview is conducted by Juvenile Probation Office Gena Smith of the Female Intervention Program

Intensive Supervision

The Intensive Supervision Program (ISP) diverts high-risk youth from the state institutions of TYC and redirects 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 twice weekly 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. In 2007, an average of 668 juveniles received services in the ISP each month.

The Female Intervention Program for girls (FIP) allowed 122 female probationers to remain at home with 24-hour supervision instead of going to a more costly residential facility in 2007. Many services are available and their "Baby, Think It Over" program utilizing computerized infants is an excellent learning experience for girls.

The "Super Saturday" events demonstrate the flexibility and creativity of the ISP Unit. Probationers and parents meet with tutors, counselors and other service providers for special sessions and workshops.

The Intensive Aftercare Program Unit (IAP) provides intensive supervision during the weeks after youths leave the county's structured institutional life. In 2007, an average of 366 juveniles received services in the IAP Unit each month. Clients participated 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.

Specialized Programs Unit

Sex Offender Supervision is designed for youths adjudicated for sex offense charges that meet the state registration eligibility. These clients have completed the court-ordered Sex Offender Treatment program at the Burnett-Bayland Reception Center before being released for supervision in the community. In 2007, 239 juveniles received services in the sex offender program.

The Gang Supervision Caseload program focuses on the sharing of information about gang members. In a collaborative effort with the Mayor's Anti-Gang Office and AAMA (Association for the Advancement of Mexican Americans), 339 youth were monitored in 2007. Tattoo removal is available through a partnership with the City of Houston and graffiti abatement projects are done on a regular basis.



Roman Aguilar discusses ways the AAMA program can help its clients.

Community Service Restitution

The Community Service Restitution Program supervises work projects done by probationers and sometimes with their parents at non-profit agencies or institutions which have been approved as worksites by the Juvenile Board. Worksites are arranged for youth from all divisions of the department including those referred for lesser offenses from Intake Court Services. In 2007, 4,368 probationers and 172 parents worked 50,839 hours at an estimated value of \$297,408.

Community Programs

An award of over \$600,000 was granted to the Field Services division from the Texas Juvenile Probation Commission to provide intensive community/faith based programs to juveniles who otherwise would qualify for commitment to TYC under the old statute prior to June of 2007.

Offense per Referral, 2005 - 2007

Offense	2005	2006	2007
Homicide	13	16	14
Arson	57	57	29
Assault			
Felony	382	383	315
MA/MB	1,193	1,392	1,190
Sexual Assault	189	186	121
Robbery	323	355	374
Burglary	954	937	937
Theft			
Felony	67	110	106
MA/MB	1,405	1,421	1,515
Auto Theft	52	47	39
Unauthorized Use of a Motor Vehicle	276	251	222
Drugs			
Felony	689	762	762
MA/MB	1,566	1,705	1,675
Alcohol MB	8	5	7
Other			
Felony	708	746	675
MA/MB	3,282	3,417	2,993
Assault - MC	2,071	2,114	1,652
Theft - MC	157	101	102
Drugs - MC	53	67	63
Alcohol MC	12	7	5
Other - MC	1	1	0
Disorderly Conduct	70	133	93
City Ordinance Violations	871	715	725
Violations of Probation	1,823	2,144	2,191
Runaways - CHINS *	1,858	2,527	1,527
Other CHINS *	257	274	228
TYC Runaways	86	92	103
Administrative Actions **	5,025	4,912	5,501
Total	23,448	24,877	23,164

* Children In Need of Supervision.

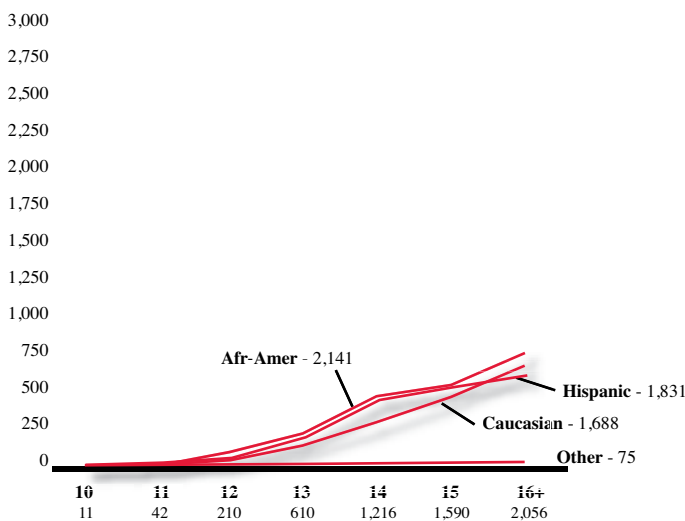
**Administrative Actions may include offenses such as motion to modify, hold as material witness, request of change in custody and motion for release and transfer. Offenses not limited to these categories.

Offense per Admission to Detention, 2005 - 2007

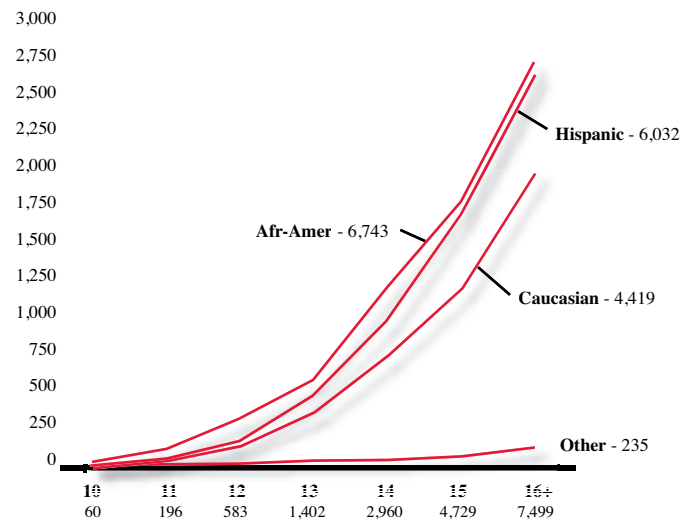
Offenses	2005	2006	2007
Murder	10	12	12
Arson	29	29	21
Assault			
Felony	301	309	256
Misd A/B	622	769	669
Misd C	43	48	43
Sexual Assault	171	162	118
Robbery	285	283	258
Burglary	523	477	494
Theft			
Felony	47	49	63
Misd A/B	366	397	382
Misd C	10	7	8
Auto Theft	34	31	24
Unauthorized Use of a Motor Vehicle	223	167	141
Drugs			
Felony	296	337	314
Misd A/B	515	585	577
Misd C	3	4	8
Inhalants	0	0	0
Alcohol Misd A/B	2	4	4
Alcohol Misd C	1	3	2
Other			
Felony	333	322	313
Misd A/B	1,061	1,124	1,033
Disorderly Conduct	52	100	64
City Ordinance	42	38	31
Violation of Probation	1,096	1,207	1,242
Runaway* (CHINS)	115	90	106
Other* (CHINS) Offenses	3	3	1
TYC Runaways	173	177	193
Administrative Actions	252	202	262
Total	6,608	6,935	6,639

*Children In Need of Supervision (status offenses)

Referrals by Age and Ethnicity - Females, 2007



Referrals by Age and Ethnicity - Males, 2007



Referrals by School District of Residence and Ethnicity, 2007

School District	Afr-Amer	Hispanic	Caucasian	Other	Total
Aldine	525	409	255	9	1,198
Alief	597	342	141	32	1,112
Channelview	54	59	75	1	189
Clear Creek	73	65	187	5	330
Crosby	13	10	40	0	63
Cypress-Fairbanks	396	345	455	30	1,226
Deer Park	11	41	83	0	135
Galena Park	133	254	153	2	542
Goose Creek	147	123	102	8	380
Houston	2,180	1,614	615	11	4,420
Huffman	7	8	40	0	55
Humble	158	113	241	6	518
Katy	71	129	194	4	398
Klein	159	113	188	10	470
La Porte	13	28	83	0	124
North Forest	200	33	14	2	249
Pasadena	169	707	322	11	1,209
Sheldon	35	28	32	0	95
Spring	306	77	116	12	511
Spring Branch	129	239	191	12	563
Tomball	43	20	58	0	121
Stafford	1	4	4	0	9
Waller	5	3	23	0	31
Pearland	8	3	7	0	18
Private/Parochial	418	280	221	9	1,928
Out of County	279	152	256	14	701
College/University	29	16	22	2	69
H C Department of Education	184	124	83	3	394
JJAEP	208	315	247	7	777
Juvenile Board Charter School	242	76	26	0	243
Not Available	2,190	2,133	1,633	128	6,084
Total	8,884	7,863	6,107	310	23,164

Referring Agency, 2007

Agency	Total
Baytown Police Department	468
Constable's Office	1,696
Harris County Sheriff's Department	2,686
Houston Police Department	4,532
Juvenile Probation Officer	6,018
Pasadena Police Department	422
Schools	5,684
Other	1,658
Total	23,164

Offense Severity, 2007

Offense Severity	Total
Felonies	3,594
Misd. A/B	7,380
Misd. C/Less	4,831
CHINS	1,858
Admin. Offenses	5,501
Total	23,164

Court Activity, 2007

Disposition	Total
Certification	81
Certification Denied	7
CPS Involvement	85
Deferred Prosecution	3,247
Dismissed / Non-Suit	4,215
Early Termination of Probation	311
Not Found CHINS or Delinquent	12
Passed	869
Passed/Writ	583
Probation*	5,065
Probation/Restitution*	509
Probation/Determinate Sentencing**	14
TYC/Determinate Sentencing**	40
TYC	533
Bound Over to TDC	9
Other	927
Total	16,518

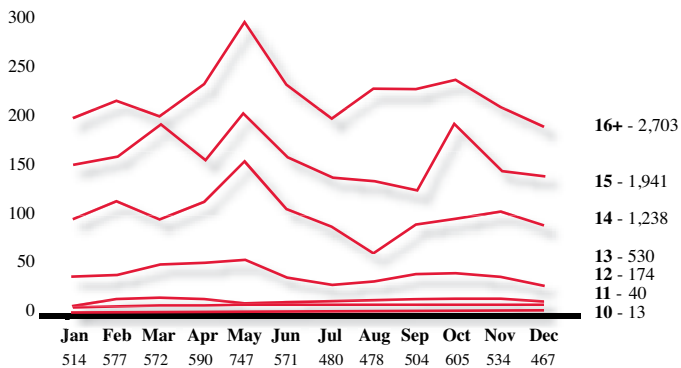
* Includes changes of custody

**Approximate numbers use declared determinate sentencing as court result

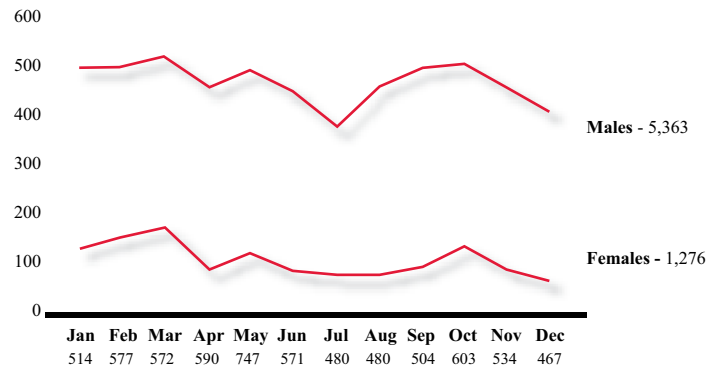
Residential Services for Youth, 2007

A Child is Born	4
Center for Success and Independence	42
Daystar Residential, Inc.	26
Gulf Coast Trades Center	81
HCPC-Residential Treatment Center	19
Incentives Boys Ranch	1
Jaycee's Children's Center	21
Krause Center	44
McDuffie's Adolescent Center	0
Minola's Place	34
Positive Steps, Inc.	19
Renewed Strength	11
Rockdale Justice Center	32
Roo Agency	2
Shiloh Treatment Center	16
Shoreline	13
Texas Adolescent Center	1
TMG/Hays County Juvenile Center	79
Totally Fit	26
We Care	24
Total	491

Admissions to Detention by Month and Age, 2007



Admissions to Detention by Month and Gender, 2007



Additional Field Services Programs for 2007

Drug Free Youth Program Certified alcohol and drug abuse counselors are available to all CUPS 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 program that may shorten probationary a period if all requirements are met.

MADD Victim Impact Panel Workshops for probationers and families intended to show the tragic consequences of drinking and driving presented by the Bureau of Alcohol, Tobacco and Firearms and Mothers Against Drunk Driving.

Peer Pressure Workshops Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.

Juvenile Consequences Monthly meetings with representatives of court, law enforcement and juvenile probation to explain the system.

Prohibited Weapons Workshops Houston Police Department workshops which teach consequences of possession of illegal weapons.

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.

Residential Facilities and Related Services Division

Post-adjudication facilities include 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. A poly-substance dependent treatment program funded by the Department of State Health Services and provided by Turning Point is available in all post-adjudication facilities.

Burnett-Bayland Reception Center

The Burnett Bayland Reception Center (BBRC) is a secure placement with a capacity of 144 boys. Each male juvenile offender to be placed in a county residential facility is first sent to BBRC to be carefully evaluated. In 2007, assessments were completed for 1,898 youths who were then routed to other county campuses, private placement, TYC and in some cases, placed at home on regular probation. Youth may also remain at BBRC. In addition to the general population programming, BBRC offers specialized treatment components: Sex Offender Program, Psychiatric Stabilization Unit and a poly-substance dependent treatment program. There is also a 30-day Intense Impact program which emphasizes structure and early reconnection to family. MHMRA provides intense counseling to the Psychiatric Stabilization Unit residents and crisis intervention. The Aid to Victims of Domestic Abuse Program provides curriculum that teaches boys how to develop and maintain healthy relationships. The Children's Assessment Center provides group counseling for those youths who indicate sexual victimization in their past. Writers in Schools assist juveniles in writing projects and the Rotary Club provides "Success at Work" groups with a focus on life skills. Volunteers from Special Youth Services and Cross-roads bring guest speakers, tutors, religious services, art services and other programs to BBRC.

Burnett-Bayland Home

The Burnett-Bayland Home (BBH) changed from a male to a female program in 2007. It is now a non-secure residential placement for delinquent females ranging in age from 10 to 17 years. During 2007, 60 males and 173 females participated in the program as the transition in the population took place. Therapeutic intervention and behavior modification are important and provided in the rehabilitation of each resident. Residents participate in drug/alcohol counseling, anger management, Operation Outreach, parenting classes for teenage mothers, teen health, peer pressure and gang workshops. Family visitation is encouraged. Individual and family



Zee Odoula of the Psychological and Social Services Department visits with a young man in the Detention Center.

therapy play a significant role in the residents' transition back into the community. BBH also provides gender specific programs such as Girls Circle which is a structured support group designed to foster self-esteem while helping girls maintain authentic connection with peers and adult women in their community. Crossroads volunteers provided mentors for residents on campus and the Rotary Club of Houston continued its generous support and assisted with community service projects at Hermann Park. Activities such as art, leather craft program and print shop bring other learning dimensions to the residents. Educational services are provided by the Juvenile Justice Charter School on campus including vocational curriculum on writing resumes and completing job applications. The vocational curriculum also includes monthly speakers introducing the residents to different careers.

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 therapy, for males who are 10 to 17 years of age. In 2007, 682 youths resided at the Youth Village and the total capacity is now 180. The behavioral program of the Youth Village targets personal responsibility, appropriate expression of anger, positive decision-making, leadership and, ultimately, self-management of one's own behavior. Student-led community governments meet weekly. Parent and guardian involvement is encouraged with visitation, input on treatment plans, family and multifamily counseling and occasional home visits. Community volunteers also support the Youth Village programs by providing incentive awards and working with residents as mentors, librarians, financial advisors and tutors.

In 2007, the Youth Village's vocational program continued providing residents with stronger ties to continuing education as well as to employers in the community. The Vocational Education Program (VEP) can accommodate 120 students per year. Central to this program is its partnership with the San Jacinto College System's Central Campus, where residents complete certification-level vocational classes which are recognized in the industry and can be used to further the students' studies at either the college or the general trades level. Professors from San Jacinto College instruct students in an 18-week program in either electrical or automotive studies. Students in the electrical program receive instruction in basic, residential and commercial wiring and students in the automotive program attend Introduction to Automotive Systems. In addition to vocational studies, all students are enrolled in GED classes on campus, where they spend four hours each day preparing to take not only the GED exam, but college-level entrance exams. All students are given academic and employment counseling by both Youth Village staff and San Jacinto College who have assisted students with college financial aid paperwork, scholarships, grants and job applications. As an added bonus, youth in this program qualify for grants for tuition and fees for one year after their release which allows many students to continue their college studies as they transition back into the community. In 2007, 120 students performed as follows: 98.3% of the students successfully completed all components of their vocational coursework in electrical or automotive systems and 68% obtained their GED.



Steven Holloway, Director of PACE Youth Programs, Inc., encourages parents of the probationers under the guidance of PACE coaches and mentors.

Delta Boot Camp

The Delta Boot Camp provides a residential correctional program for adjudicated males, ages 13 to 16, who have been determined by the court to need a discipline-oriented program. The focus of the program is to redirect the thinking and behavior patterns of juveniles by instilling in them a sound foundation embracing a healthy self-concept, respect for others, authority and personal accountability. This is accomplished in a safe, secure environment with zero tolerance for abuse of any kind while maximizing opportunities for development of body, mind and spirit. The boot camp facility in west Harris County opened in 1999 and has a capacity of 144 residents. During 2007, 770 young men participated in the program. The trainees take part in a structured basic training program incorporating the four phases of DART (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 and by MHMRA of Harris County including counseling, anger management and mental health services. A gardening program highlights the trainee's ability to discover the value of working with nature. Upon completion of the program, a promotion ceremony is held enabling parents to witness how their sons have matured. Trainees return home and attend school with intensive supervision by juvenile probation officers from CUPS 7, a special Probation Services aftercare unit. They also participate in community service projects, drug testing and counseling sessions. A 30-day impact program designed to redirect probationers whose behavior is jeopardizing their current community or residential probation status recorded a 95% success rate in 2007.

Residential-Community Based Services

The Residential-Community Based Services Unit establishes and maintains contracts with licensed residential facilities throughout the State of Texas. Site visits are conducted prior to the award of any contract. When a juvenile must be removed from the home, the Residential-Community Based Services staffing committee considers all available alternatives. Information is supplied by the juvenile

probation officer as well as a psychological and psychiatric evaluation by the MHMRA forensic staff. Placement options are 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 2007, a total of \$5,500,316 was received in IV-E reimbursement from the federal government for youths in private placement. Another reimbursement in the amount of \$176,445 was received from TJPC for youth who were Sanction Level 5 and placed in a private secure facility or in the BBRC Sex Offender Unit.

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. Referrals are received from Field Services and institutions saving placement dollars and leaving youths in their own homes. In 2007, 447 youths received services from the H-CAP program.

Budget and Information Technology Division

The Budget and Information Technology Division supports the mission of the department by providing professional and technical services in the areas of budget and fiscal management, computer network, information systems and supportive services. Budget and fiscal management services manage the agency's revenues and expenditures. Day-to-day activities include developing and monitoring budgets, grants, purchasing and fiscal report preparations. Computer networking, information systems and research are the functions of Technology and Systems Development (TSD). Supportive Services staff manage inventory, office supplies and equipment, provide mail courier service and operate a print shop. It also provides various other services upon request that support agency operations.

In 2007, the department's expenditures were \$94,824,000. The county, state, federal and private funding is identified in the accompanying chart.°

2007 Expenditures

County - \$66,910,781	
Harris County General Fund	\$ 66,807,367
Harris County Capital Improvement Bonds	65,414
Harris County Family Protection Fees	38,000
State - \$11,309,650	
TJPC - State Aid	5,219,065
TJPC - Community Corrections	4,077,796
TJPC - Juvenile Boot Camp	1,003,147
TJPC - Secure Facility Operations	679,941
TJPC - TCOOMMI (Mental Health)	246,181
TJPC - Equipment Fund	83,520
Federal - \$4,212,614	
Title IV-E Federal Reimbursement	4,093,715
Coordinated Juvenile Crime Enforcement	101,508
HISD Safe Schools	17,391
Federal/State/Other - \$12,318,557	
JJAEP	12,318,557
Private - \$72,398	
Private Operation Redirect Grant/ Mental Health Services	71,292
Private Annie Casey Foundation	764
Private Memorial Trust Fund	342
Total 2007 Expenditures	\$ 94,824,000

Figures are actual expenditures for the period of January 1, 2007 through December 31, 2007.

Technology and Systems Development

Technology and Systems Development (TSD) services are developed and delivered in concert with Harris County Justice Information Management System (JIMS) and Information Technology Center protocol. Staff utilize technology system facilities that track juveniles, their offenses, pre- and post-adjudication services and activities, case docketing and dispositions. TSD supports agency objectives through the development and effective use of technology resources. Its technicians maintain the agency's computer network and provide user support services such as wide area network management, computer hardware and software maintenance/support and the use of information technology resources for research, planning and resource management purposes. The agency's wide area network consists of the Juvenile Justice Center and 16 remote sites located throughout the county. Network users have access to JIMS facilities, desktop applications, the Internet and e-fax as well as specialized applications developed by staff programmers. The programmers engage in a diverse set of activities that include application development and maintenance, research, planning and user training. Research staff addresses data requests from federal, state and local agencies including universities, funding sources and the media. Senior technology staff continues to actively participate in the development of JIMS-2.

Grants and Alternative Funding

During 2007, the department acquired over \$2,200,000 from the state and federal governments to assist in providing a variety of basic, emergency and specialized probation services. Included in this total are funds the county received for costs incurred to provide services to Hurricane Katrina youth involved in the juvenile justice system, residential placement services for serious offenders, equipment and training for juvenile probation officers who supervise youth assigned to the Gang Supervision Caseload program, specialized services for female offenders and intervention/prevention services for gang-involved youth. In addition, assistance is given to community-based organizations and other agencies to develop and provide promising and innovative programs and services to at-risk and delinquent youth and their families.

Human Resources Division

Personnel, Payroll, Training and Accreditation are the four major areas of the Human Resources Division.

Personnel and Payroll

Personnel performs the hiring function for the department which includes developing job descriptions, researching salary information, recruiting, interviewing, processing, investigating and hiring new staff. An annual department Job Fair was established in 2006 in order to recruit staff for the various areas of the department. The unit also monitors job performance, ensures that the performance appraisal instrument is appropriate and facilitates the completion of the performance appraisal process on a yearly basis. Additionally, Personnel responds to all claims for unemployment benefits and provides guidance/direction to both staff and management concerning the use of the grievance procedure, conflict resolution, Employee Assistance Program (EAP) and more.

Personnel and payroll staff ensures that Harris County Personnel Regulations are adhered to and fairly applied. They work together with other county agencies to maintain position control, establish and maintain accurate salary compensation, initiate and monitor salary changes, and provide materials and counsel for more than 1,400 employees regarding benefit information, training and other functions.

Training Unit

The Training Unit provides academy training for new staff. The 40-hour academy is often attended by juvenile probation officers from around the state, as they seek state approved training hours in order to obtain their certifications. The Training Unit is also responsible for providing continuing educational training for all tenured staff. The unit monitors HCJPD staff training hours to ensure that requirements are met for continued certification. Many of the department's staff serve as Resource Training Officers in addition to meeting the demands of their regular job duties.

In 2007, the unit conducted over 45,760 hours of training for 1,306 employees and visitors from other agencies in Harris County and throughout the state. Training topics ranged from officer safety to interagency collaboration. The Training Unit works in collaboration with Harris County agencies and neighboring counties to co-sponsor trainings. It also manages the department's Speakers' Bureau which provides education regarding probation services to schools, churches and community groups. Representatives from the Speakers' Bureau make presentations to hundreds of children throughout Harris County annually.

Accreditation

The Accreditation Unit serves as the department's internal monitor, working to ensure the department's compliance with the standards, policies and procedures required by our accrediting agencies. Those agencies include but are not limited to the Texas Juvenile Probation Commission, the American Correctional Association and the Texas Education Agency. Through random internal audits, monitoring compliance issues and providing technical assistance, the unit helps ensure standards, policies and procedures are being met. It also

participates in the accreditation, re-accreditation, certification processes and audits of the agencies that monitor the department.

Additionally, the unit has been expanded to include a quality control component which monitors reported abuse, neglect and exploitation allegations. In the future, this area may also be called on as needed to lead an in-house team of specially trained investigators, to conduct internal investigations of abuse, neglect or exploitation allegations.

Accreditation officers are required to develop and maintain a good working knowledge of the standards, practices and audit procedures of the monitoring agencies and stay abreast of all changes.

Education Services Division

Under the authority of the Juvenile Board, the Educational Services Division provides educational programs for every expelled student and delinquent youth placed in a county-operated juvenile institution. Since 2005, the HCJPD has been solely responsible for all programs of the Juvenile Justice Alternative Education Program (JJAEP) and the Juvenile Justice Charter School (JJCS) rather than through service providers.

Juvenile Justice Charter School

Beginning in 1998, all juveniles placed by the courts in detention and residential facilities have been provided educational services under one comprehensive academic program, the Harris County Juvenile Justice Charter School. Funded by the Texas Education Agency and state and federal grants, the JJCS provides a year-round school to enable students to continuously improve their educational skills. The JJCS focuses on student progression in the core academic curriculum, TAKS remediation, vocational education and life skills. During the 2006-2007 school years, 81 students received a GED.

Juvenile Justice Alternative Education Program

Students attending the JJAEP have been expelled from one of 22 local school districts for criminal activity or serious misconduct while at school. The program also provides academic transition services to 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, service learning opportunities and summer school. The JJAEP is funded by the TJPC, local school districts, and state and federal grants. During the 2006-2007 school year, 1,221 students were enrolled with an average attendance rate of 82% for the year. The average length of enrollment per student was 80 school days.

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. Often requested by the courts, 242 Crossroads volunteers served 25,579 hours as mentors and role models for youth.

In 2007, 511 volunteers and interns donated 57,665 hours in recreational, educational, mentoring, religious and community service programs for youth on probation or in institutions. With volunteer work valued at \$18.04 per hour, the department received \$1,040,276 in assistance from community volunteers and interns. Junior League volunteers provide counseling services at the YSC as well as phone calls to check on a youth's status or make a referral.

Included in the grand total are volunteers working in specific areas of the department. Forty-six dedicated volunteers with Special Youth Services donated 7,067 hours and 106 volunteers with Youth Exchange worked 14,386 hours to provide religious programs in all of the institutions. Also included in the grand total is the work of 42 interns from area colleges and universities who worked 9,081 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. Thirty-four PACE Youth Programs, Inc. coaches provided 1,015 hours of one-to-one support with youth to help them become responsible and productive citizens. The Ring of Champions, a faith based group, provided 290 hours of ministry.

Design, photography and production supervision: Ed Haapaniemi
Text coordinator: Melanie Wood
Author: Carole Allen
Data: Nikia Owens, Ph.D. and Carla Glover

Harris County Juvenile Probation Department
1200 Congress
Houston, Texas 77022
713.222.4100