

Collaboration:  
A Role and A Responsibility

Harris County Juvenile Probation  
2009 Annual Report

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## Mission Statement

The Harris County Juvenile Probation Department is committed to the protection of the public, utilizing intervention strategies that are community-based, family-oriented and least restrictive while emphasizing responsibility and accountability of both parent and child.

## Core Values

We value the belief that everyone is to be treated with dignity and respect.

We value the belief that each person has an innate worth, dignity and the capacity for positive change.

We value services that are ethical, effective and culturally competent.

We value and promote a positive image of the department, the employees and our role within the community.

We value an environment that promotes initiative, productivity, teamwork and professional growth.

We value an atmosphere which stresses tolerance and freedom from discrimination.

We value developing collaborative efforts with judicial, legislative and community partners.



Ed Emmett  
County Judge

## Dear Citizens of Harris County

About three years ago, Harris County was thinking about building another juvenile detention facility to alleviate overcrowding. However, today, this is no longer needed.

The year 2009 saw an end to a decade of many changes and challenges. For Harris County, the decade ended with a decrease in the number of youth referred to the Juvenile Probation Department, fewer youth being kept in the detention center and an overall decrease in juvenile crime. A main reason for the decreases can be attributed to the fact that more community agencies have become involved in the rehabilitation process of youth.

It has become apparent that the need to coordinate resources and facilitate crime intervention strategies is vital. And considering the uncertainty of funding sources due to nationwide economic conditions, it has become even more crucial for community agencies to come together for the benefit of the youth and families of Harris County.

We are moving in the right direction when it comes to re-directing troubled youth. Despite tough economic conditions, the partnerships of community organizations and leaders will certainly continue to turn young people away from crime and the criminal justice system.



Tom Brooks  
Interim Executive Director

## From the Interim Executive Director

Ten years have flown by and now we say good-bye to 2009. Computers seem to rule our world and now we are even able to do things like read our emails through cellular telephones. Advancements in technology have also helped us become more efficient. We are able to electronically chronicle our activities, research best practices and communicate with others from our desktop, laptop, notebook or telephone. However, one thing that has never changed is that in order to be truly successful, there is a need to have human interaction with our clients, co-workers and community. People need to see that human beings (not electronics) show a genuine interest in their lives. This is most prevalent in young people. Youth need to know that family, friends and community are there for them to hold them accountable while offering support, guidance and direction to help them succeed and get through the difficult time of adolescence.

The Harris County Juvenile Probation Department is returning to the time of being more involved on a human level with the youth that enter the juvenile justice system. We are giving them the tools to succeed, not an excuse to fail. We are expanding evidence-based programs that empower the parents to take control of their household. We are reaching out to community and faith based stakeholders to provide wrap around services to help the whole family. There has been systemic change in Harris County to provide diversion from the juvenile justice system and provide programs and services to allow youth to remain in the community while still maintaining community safety. These systemic changes would not have been possible without the support of Harris County government officials, Juvenile District Court judges, local law enforcement, the Harris County District Attorney's Office and school districts. There is a concerted effort to divert youth from the juvenile justice system, thus freeing up more time to work with those needing juvenile probation intervention.

In 2009, Harris County experienced a reduction in the following areas: number of youth referred to the Juvenile Probation Department; number of petitions filed; number of youth held in detention; number of youth removed from their home; number of youth committed to the Texas Youth Commission; and number of youth certified to the adult system. All this occurred while we saw a reduction in crime in Harris County.

In 2010, we will face many more challenges as we are forced to react to the declining economy and budget constraints. We will weather the storm. The good news is that much of what was accomplished in 2009 was unfunded and resulted from the creativity of staff and community stakeholders. We will continue this Juvenile Detention Alternative Initiative and I invite you, the community stakeholders and Juvenile Probation staff, to continue on this great journey to provide the best opportunity for our youth to succeed.

## 2009 Highlights

Great strides were made in juvenile justice reform in Harris County in 2009. The Harris County Juvenile Probation Department (HCJPD), through the Annie E. Casey Juvenile Detention Alternatives Initiative, is proud to report the following information:

The Westside Detention Center was closed due to a reduction in the detention population, creating a huge savings to the county.

The following alternatives to detention programs were instrumental in the detention population reduction, as well as the decrease in out of home placements:

The Risk Assessment Instrument was developed and implemented to more objectively determine whether to detain or release a youth from detention.

The Mental Health Docket was created in collaboration with the 314th District Court for juveniles with serious mental health issues. Youth received in-depth, community-based mental health treatment and supervision.

The Deferred Prosecution Program began in March of 2009 in an effort to divert first-time, misdemeanor offenders from the formal court process. Upon successful completion, the Harris County District Attorney's office does not file a petition on the case.

Harris County's first neighborhood Evening Reporting Center was established in Southwest Houston.

Harris County implemented a new and extensive Juvenile Tracking Program to ensure youth appear in court, thereby reducing the failure to appear rate.

In more good news, all Juvenile Probation Department campuses were found "academically acceptable" by the Texas Education Agency.

For the second year in a row, students at the Juvenile Justice Alternative Education Program won a \$5,000 dollar service-learning grant from State Farm for creating Nag for Driver Safety, which provides hands-on opportunities for youth to experience simulated effects of distracted and impaired driving.

Our own Myriam Quiñones was nominated for the Mayor's Hispanic Heritage Award, which recognizes Outstanding Volunteer Service for the City of Houston for 2009.

The medical department was found to be 100% in compliance during a Texas Juvenile Probation Commission audit.

The Special Needs Diversionary Program once again ranked near the top of the state in another Texas Juvenile Probation Commission audit.

Innocence Lost – A Path to Hope and Healing was developed and sponsored by Harris County Juvenile Probation Department in conjunction with community partners: Children's Assessment Center, DePelchin Children's Center, Ft. Bend County Juvenile Probation and Harris County Systems of Hope. This is a four-part lecture series that will run through 2010 and features prominent speakers on critical issues such as human trafficking, child sexual abuse, child trauma and recovery and the effects of religion and the occult on children.

Despite the slight drizzle, humidity and 93 degree heat, CUPS 4 administrator Pedro Guzman and his staff had their First Annual Summer Picnic at Sylvester Turner Park in Houston. All the staff participated in putting together a very successful event. With all the great food and games, there were about 45 juveniles in attendance along with their siblings and families.

The department proudly recognizes the following staff for their active military service in 2009: Monica Bertrand, Anthony Chambers, Benjamin Coleman, Patrick Harty, Jamaal Johnson, Keith Kurth, Manuel Ledesma, Clayton Prawl, Jr., Ignacio Rodriguez, Antonio Roman, Mohamed Songa and James Wade.

Annual General Staff Meeting Award Recipients:

- Outstanding Boss of the Year - Mary Castillo
- Outstanding Juvenile Probation Officer of the Year - David C. Reed
- Outstanding Staff Services Person of the Year - Aretha Gulley
- Outstanding Institution Officer of the Year - Joshua Washington
- Outstanding Support Services Person of the Year - Juan "JJ" Riojas
- Outstanding Educator of the Year - Eunice Davis

## Spirit of Collaboration

On average, 20,000 youth are referred to the Juvenile Probation Department every year, with a majority of the youth going through the formal court process. The youth that become involved with the Juvenile Probation Department come from a variety of backgrounds and varying degrees of need. As a result, there is no “one size fits all” remedy to prevent future delinquency. Harris County is made up of many diverse agencies, and each agency is aware of the role it plays in deterring future delinquency and setting youth on the path to successful, wholesome futures.

While each agency may have its own approach and services for working with a youth, many youth may need a variety of services. Thus, it becomes critical to connect youth into those additional programs to ensure continued success. The proverb of “it takes a village...” is very evident among all of the community stakeholders.

Harris County is made up of agencies that recognize the importance of collaborating resources in the best interest of the youth and families. The true spirit of collaboration is evident among the longtime partners of the Juvenile Probation Department. Harris County Protective Services for Children and Adults, Mental Health and Mental Retardation Authority of Harris County, Aldine Youth Center, Change Happens, Alternative Behavior, Hope Academy, local law enforcement, and the Houston Bar Association are but a few of the community partners that provide needed services beyond the walls of juvenile facilities.

The Annie E. Casey’s Juvenile Detention Alternatives Initiative (JDAI) that began three years ago in Harris County has served as a catalyst for bringing more community stakeholders into the juvenile rehabilitation process. Juvenile justice in Harris County has become transparent and open to systemic change. From 2007 to 2009, there was a 24% drop in detention admissions, a 24% drop in petitions filed by the District Attorney’s Office, a 42% drop in out of home placements and a 62% drop in commitments to the Texas Youth Commission. These tremendous gains would not have been achieved without the involvement and support of the JDAI from the Juvenile District Court judges, the Harris County District Attorney’s Office and all the stakeholders involved in this Harris County Juvenile Justice collaboration.

While the data instills hope and pride, much work remains to be done. The task at hand is to continue expanding early intervention and diversionary strategies, continue reducing the number of youth removed from their home and increase community involvement to strengthen neighborhoods. These efforts will only be fruitful if the spirit of collaboration continues to grow.

## 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 2009, \$77,643,502 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 Commissioners Court are as follows:

<b>Ed Emmett</b> Harris County Judge	<b>El Franco Lee</b> Commissioner Precinct One	<b>Sylvia Garcia</b> Commissioner Precinct Two	<b>Steve Radack</b> Commissioner Precinct Three	<b>Jerry Eversole</b> 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:

<b>Ed Emmett</b> Harris County Judge Chairperson	<b>Judge Pat Shelton</b> 313th District Court	<b>Judge John Phillips</b> 314th District Court Vice Chairman Secretary	<b>Judge Michael Schneider</b> 315th District Court
<b>Judge Bill Burke</b> 189th District Court	<b>Judge Lisa Millard</b> 310th District Court	<b>Judge Joan Campbell</b> 248th District Court	<b>Judge Richard Vara</b> Justice of the Peace Precinct 6, Place 1

## Associate Judges

<b>Robert Molder</b> 313th District Court	<b>Aneeta Jamal</b> 314th District Court	<b>Evan Glick</b> 315th District Court through November, 2009	<b>Angela Ellis</b> 315th District Court from December, 2009	<b>Beverly Malazzo</b> Detention Center
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## Juvenile Board Advisory Council

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:

<b>Beverly Malazzo</b> Associate Judge Chairperson	<b>Ann Campbell</b> <b>Helen Jackson</b> <b>Robert Thomas</b>	<b>Connie Clancy</b> <b>Jo Ann Jones-Burbridge</b> <b>John Trevino</b>	<b>Celestine Harris</b> <b>Rebecca Reyna</b>	<b>Judge Frank Pierce</b> <b>Will Risser, M. D.</b>
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## Administrative Staff

Interim Executive Director, Chief Juvenile Probation Officer

Tom Brooks

### **Budget and Information Technology**

Deputy Director

John Sukols

Assistant Deputy Director

Izer Billings

Assistant Budget Officer

Janie Moreno

Administrator of Community Development

Kendall Mayfield

Administrator of Public Affairs and Information

Guadalupe Mendiola

Administrator of Research

Carla Glover

Administrator of Special Projects and Custodian of Records

Genevieve Walls

Administrator of Computer Development

Randy McGlorie

### **Education Services**

Deputy Director

Henry Gonzales

Assistant Deputy Director

Julie Timpe-Baker

Assistant Deputy Director

Barbara Redeker, Ed.D.

### **Human Resources**

Deputy Director

Roslyn Beaty-Ellis

Assistant Deputy Director

Marilyn Broussard-Webb

### **Health Services**

Deputy Director

Diana Quintana, Ph.D.

Senior Psychologist

Matthew Shelton, Ph.D.

Director of Nursing

Jennifer Ray, R.N.

### **Intake Court Services**

Projects Manager/Assistant Deputy Director

Rebecca deCamara

Administrator, Court Services

Terri McGee

Administrator, Intake Services

Tim Broussard

Administrator, Placement Services

Anna 'Pat' Garcia

Administrator, Youth Services Center

Mary Castillo

### **Institutional Division**

Deputy Director

Terry Snow-Smith, Ph.D.

Assistant Deputy Director

Keith Branch

Superintendent, Juvenile Detention Center

David Hetzel

Assistant Superintendent

Ervin Taylor

Assistant Superintendent

Tracy Wilson

Superintendent, Burnett-Bayland Reception Center

Charlene Laskoskie

Assistant Superintendent

Obi Nweke

Superintendent, Harris County Leadership Academy

John Kandeh

Assistant Superintendent

Bert Carter

Superintendent, Harris County Youth Village

Loretta Tigner

Assistant Superintendent

Kernal Bobb

### **Field Services**

Deputy Director

M. Julia Ramirez

Assistant Deputy Director

Luann McCoy

Administrator of Field Services Operations

Alice Sweeney-Herd

Administrator, CUPS 1\*

Tania Wallace-Clemons

Administrator, CUPS 2

Tim Washington

Administrator, CUPS 3

Andrea Rice

Administrator, CUPS 4

Pedro Guzman

Administrator, CUPS 5

James Redic

Administrator, CUPS 6

Edward Baldazo

Administrator, CUPS 7 and Specialized Programs

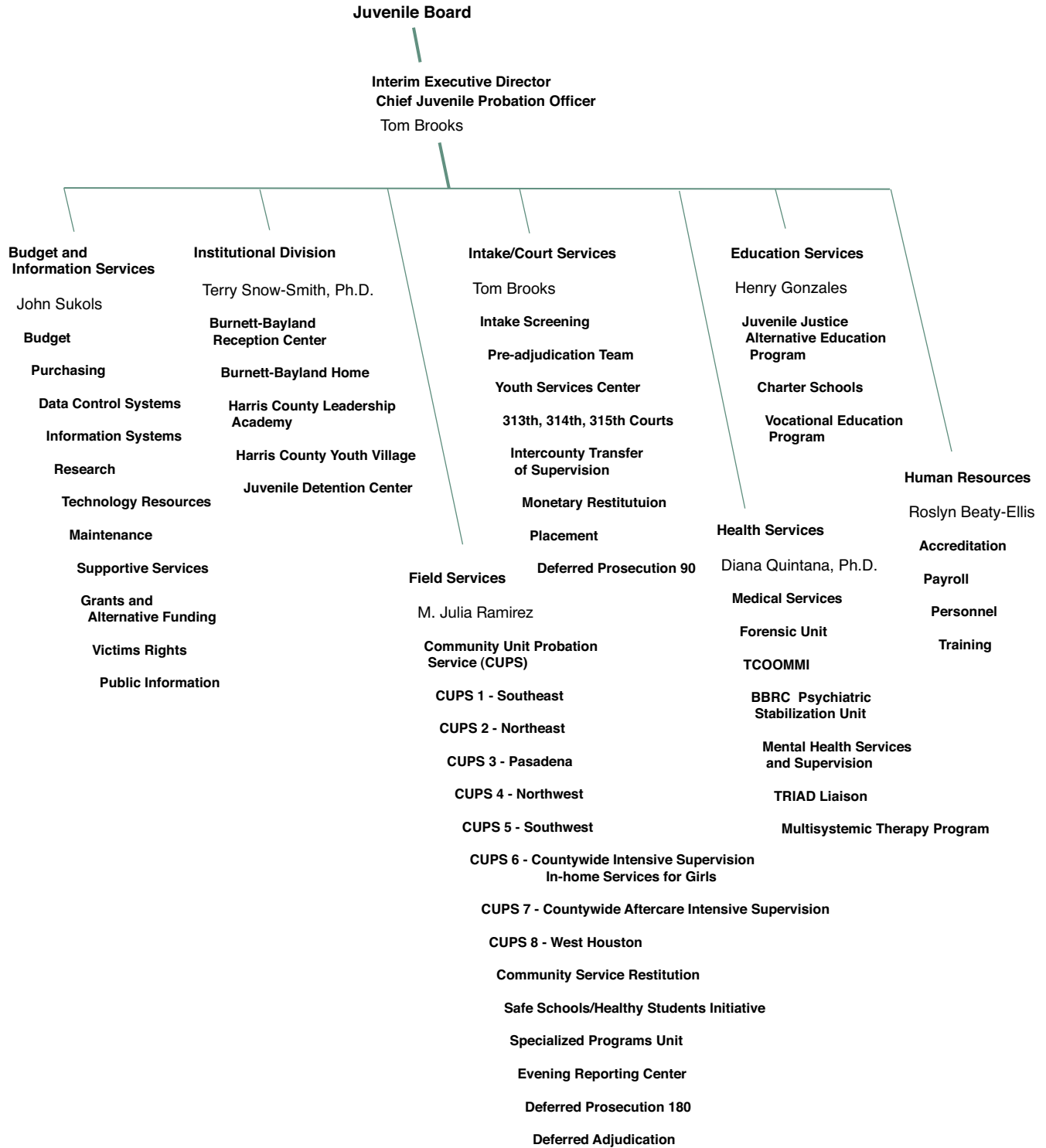
Susan Bonich

Administrator, CUPS 8

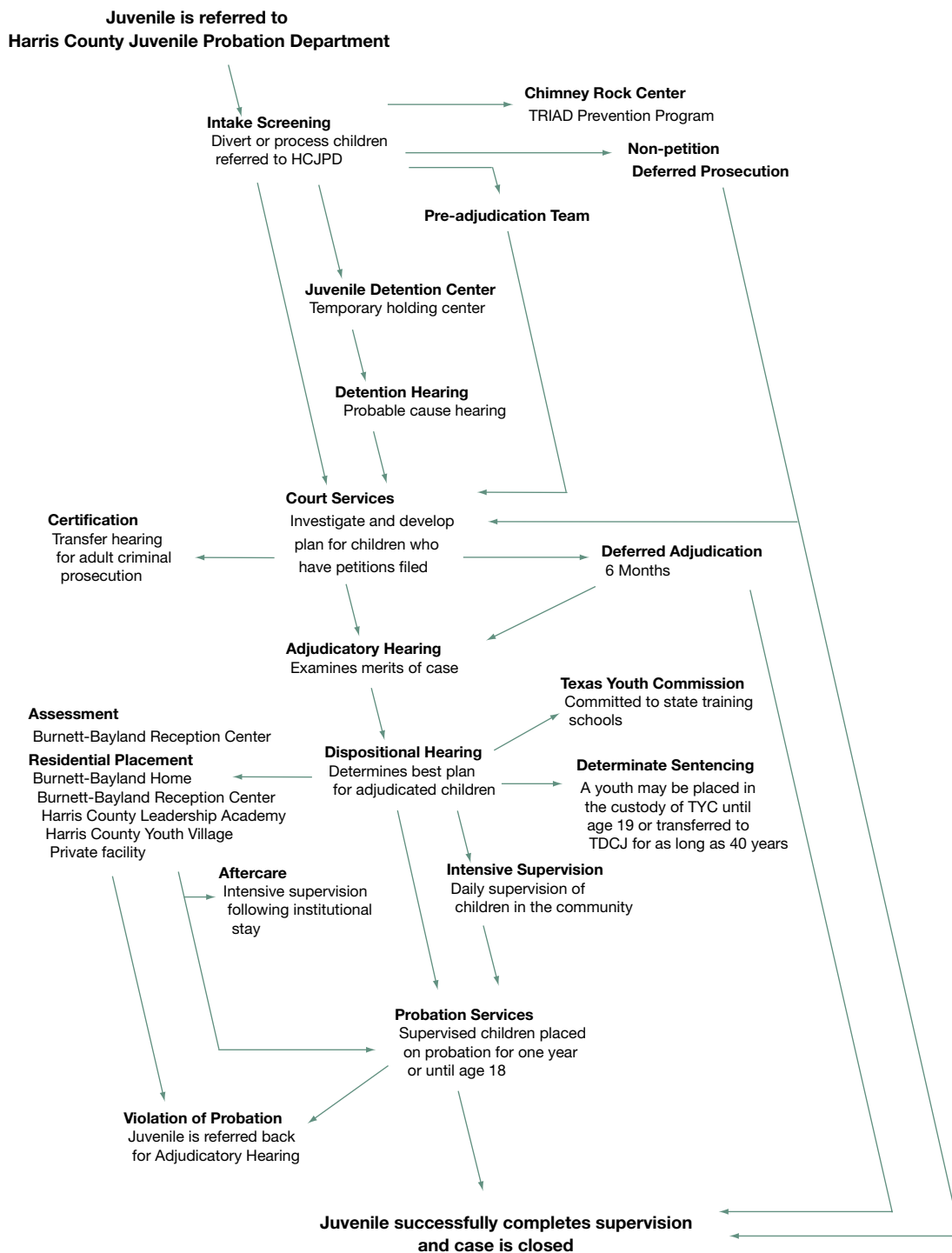
Donald Camp

\* Community Unit Probation Services (CUPS)

# Organizational Chart



# Case Flow Chart



### Offense per Referral, 2007 - 2009

Offense	2007	2008	2009
Homicide	14	27	16
Arson	29	53	56
Assault			
Felony	315	309	321
MA/MB	1,190	1,116	1,206
Sexual Assault	121	119	114
Robbery	374	350	343
Burglary	937	868	770
Theft			
Felony	106	84	110
MA/MB	1,515	1,836	2,149
Auto Theft	39	33	22
Unauthorized Use of a Motor Vehicle	222	183	153
Drugs			
Felony	762	409	360
MA/MB	1,675	1,573	1,617
Alcohol MB	7	4	6
Other			
Felony	675	672	634
MA/MB	2,993	2,697	2,918
Assault - MC	1,652	1,311	1,119
Theft - MC	102	60	57
Drugs - MC	63	17	46
Alcohol MC	5	3	3
Other - MC	0	6	0
Disorderly Conduct	93	90	8
City Ordinance Violations	725	532	721
Violations of Probation	2,191	1,827	1,287
Runaways - CHINS *	1,527	1,460	1,095
Other CHINS *	228	160	175
TYC Runaways	103	89	97
Administrative Actions **	5,501	4,997	4,436
<b>Total</b>	<b>23,164</b>	<b>20,885</b>	<b>19,839</b>

\* 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.

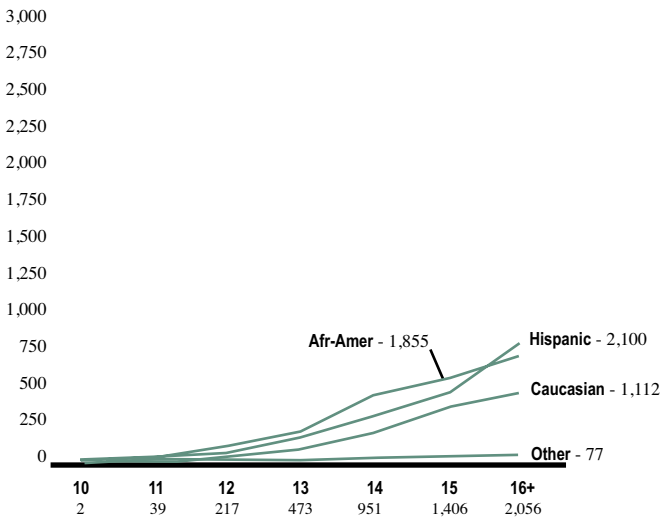
### Offense per Admission to Detention, 2007 - 2009

Offenses	2007	2008	2009
Homicide	12	25	13
Arson	21	35	19
Assault			
Felony	256	289	274
Misd A/B	669	714	627
Misd C	43	29	6
Sexual Assault	118	117	107
Robbery	258	324	295
Burglary	494	496	319
Theft			
Felony	63	63	40
Misd A/B	382	401	398
Misd C	8	5	1
Auto Theft	24	23	9
Unauthorized Use of a Motor Vehicle	141	132	82
Drugs			
Felony	314	200	126
Misd A/B	577	536	382
Misd C	8	1	0
Inhalants	0	0	0
Alcohol Misd A/B	4	0	2
Alcohol Misd C	2	0	0
Other			
Felony	313	328	253
Misd A/B	1,033	1,042	883
Misd C	0	4	0
Disorderly Conduct	64	71	8
City Ordinance	31	29	9
Violation of Probation	1,242	1,027	635
Runaway* (CHINS)	106	97	82
Other* (CHINS) Offenses	1	3	0
TYC Runaways	193	170	166
Administrative Actions **	262	436	359
<b>Total</b>	<b>6,639</b>	<b>6,597</b>	<b>5,095</b>

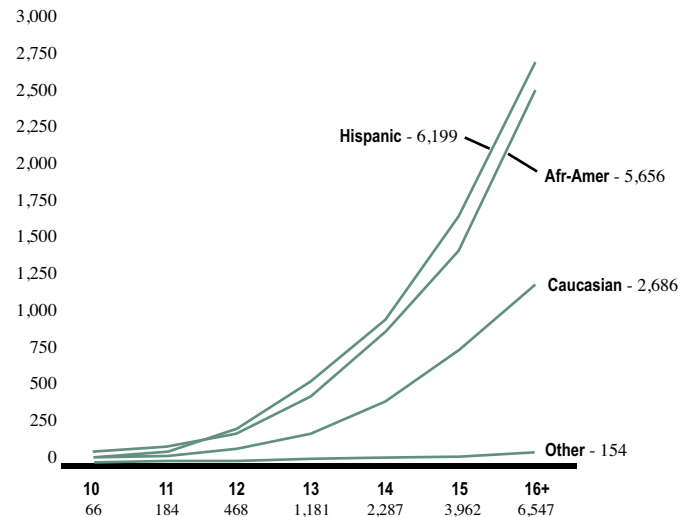
\*Children In Need of Supervision (status offenses)

\*\*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.

### Referrals by Age and Ethnicity - Females, 2009



### Referrals by Age and Ethnicity - Males, 2009



## Referrals by School District of Residence and Ethnicity, 2009

School District	Afr-Amer	Hispanic	Caucasian	Other	Total
Aldine	445	391	63	2	901
Alief	507	321	52	31	911
Channelview	12	65	33	0	110
Clear Creek	38	51	108	5	202
Crosby	34	7	24	0	65
Cypress-Fairbanks	361	425	311	27	1,124
Deer Park	5	33	57	1	96
Galena Park	142	261	66	1	470
Goose Creek	73	148	61	0	282
Houston	1,863	1,720	340	32	3,955
Houston Can Academy	68	35	3	0	106
Houston Heights	0	3	1	0	4
Huffman	3	5	48	0	56
Humble	176	79	100	1	356
Jamie's House Charter	8	0	0	0	8
Katy	78	134	149	8	369
Klein	136	104	141	5	386
La Porte	14	13	65	0	92
North Forest	198	43	7	2	250
Pasadena	130	649	202	19	1,000
Sheldon	26	31	7	0	64
Spring	299	117	43	6	465
Spring Branch	52	227	89	0	368
Tomball	18	26	47	0	91
Southwest School	0	7	1	0	8
Stafford	1	0	0	0	1
Waller	5	4	18	0	27
Pearland	5	4	3	0	12
Yes Prep	0	2	0	0	2
Private/Parochial	338	264	141	1	744
Out of County	235	151	143	2	531
College/University	70	132	45	0	247
Home School	73	83	82	2	240
H C Department of Education	201	221	72	9	503
JJAEP	15	24	1	0	40
Juvenile Board Charter School	16	9	6	0	31
Not Available	1,866	2,510	1,269	77	5,722
Total	7,511	8,299	3,798	231	19,839

## Court Activity, 2009

Disposition	Total
Certification	78
Certification Denied	20
CPS Involvement	101
Deferred Prosecution	2,766
Dismissed/Non-Suit	4,308
Early Termination of Probation	498
Not Found CHINS or Delinquent	7
Passed	1,185
Passed/Writ	685
Probation*	6,151
Probation/Restitution*	592
Probation/Determinate Sentencing**	56
TYC/Determinate Sentencing**	27
TYC	264
Bound Over to TDC	3
Other	1,711
Total	18,452

\*Includes changes of custody.

\*\*Approximate numbers use declared determinate sentencing as court result.

## Residential Services for Youth, 2009

A Child is Born	27
Center for Success and Independence	44
Daystar Residential, Inc.	55
Embracing Destiny	1
Everyday Life	5
Gulf Coast Trades Center	131
HCPD-Residential Treatment Center	24
Incentives Boys Ranch	15
Jaycee's Children's Center	16
Krause Center	70
McDuffie's Adolescent Center	0
Minola's Place	24
Positive Steps, Inc.	4
Renewed Strength	15
Rockdale Justice Center	36
Shiloh Treatment Center	12
Shoreline	10
Texas Adolescent Center	0
Therapeutic Family Life Center	2
TMG/Hays County Juvenile Center	96
Totally Fit	2
Victoria County Juvenile Center	15
We Care	23
Total	652

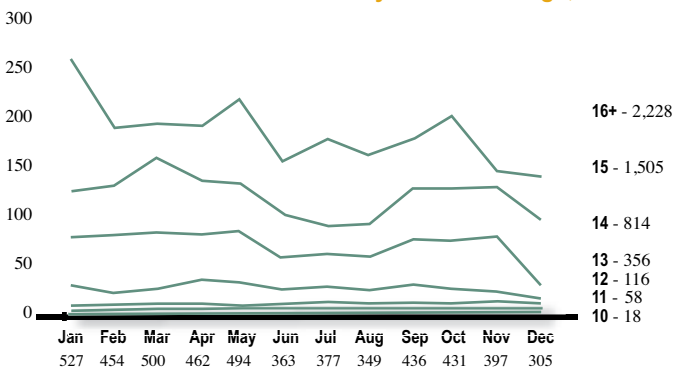
## Referring Agency, 2009

Agency	Total
Baytown Police Department	335
Constable's Office	1,547
Harris County Sheriff's Department	2,215
Houston Police Department	4,548
Juvenile Probation Officer	5,356
Pasadena Police Department	293
Schools	4,040
Other	1,505
Total	19,839

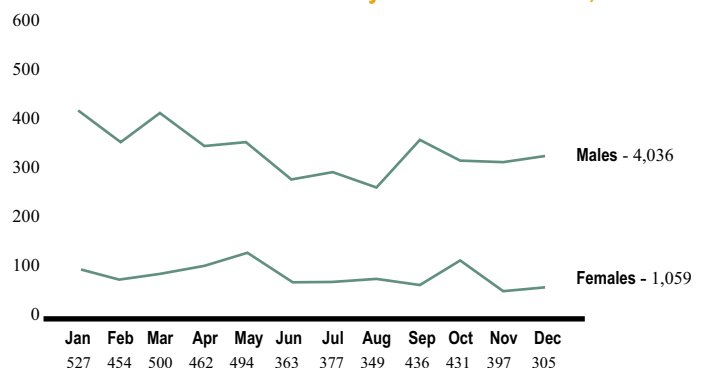
## Offense Severity, 2009

Offense Severity	Total
Felonies	2,899
Misd. A/B	7,896
Misd. C/Less	3,241
CHINS	1,367
Admin. Offenses	4,436
Total	19,839

## Admissions to Detention by Month and Age, 2009



## Admissions to Detention by Month and Gender, 2009



## TRIAD Consortium

As part of the TRIAD consortium, the Intake Court Services Division has 13 juvenile probation intake staff assigned to the TRIAD Prevention Program to coordinate and provide intervention and prevention services to at-risk children and families. The Harris County Youth Services Center (YSC) intake staff implemented the Girls Inspiring for Future Timeless Success (GIFTS) program for females and the Boys to Men Shop Talk Mentor Program for males referred to the Youth Services Center. The overall goal of the GIFTS and Boys to Men Shop Talk Mentor programs is to address as many issues as possible and provide enough resources and mentorship to enable youth to have successful futures. YSC probation intake supervises Deferred Adjudication cases, as well as Deferred Prosecution cases, and offers counseling, workshops and other programs aimed at diverting youth from the juvenile justice system.

## TRIAD Prevention Program

The YSC serves 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 2009, 1,537 juveniles who had run away, broken curfew, skipped school or committed Class C misdemeanors such as alcohol violations received services at the YSC and the probation staff assisted another 834 juveniles. In 2009, YSC intake staff received 943 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. 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 and Parenting with Love and Limits.

**“From working together on providing housing and education for youth to collaborating on TRIAD and mental health services, HCPS and Juvenile Probation join in serving Harris County youth.”**

George Ford  
Executive Director Harris County Protective Services for Children and Adults

## INTAKE COURT SERVICES DIVISION

### Intake Screening

Harris County law enforcement officers may take a juvenile to either the YSC or the Juvenile Detention Center (JDC), both 24-hour intake units of the Juvenile Probation Department. Intake Screening is responsible for administering the Detention Risk Assessment Instrument 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 2009, there were 5,413 youth received at the Juvenile Detention Center. Intake Screening diverts approximately 11% of all youth received at the JDC each year. This diversion program allows youth to avoid being processed into detention. They are released within three hours from the time of receipt at the detention center.

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

In March of 2009, the Intake Unit began supervising first time misdemeanor offender cases as part of the 90-day Deferred Prosecution Program (DP90). Youth who successfully complete the terms of supervision do not go through the formal court process because the case is not filed by the Harris County District Attorney. In nine months, 1,583 DP90 cases were handled.

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

Through a collaborative effort with Harris County Protective Services for Children and Adults, the Kinder Emergency Shelter was opened to pre-adjudicated youth. The shelter provides a community-based residential alternative to secure detention for youth whose significant family conflicts prevent an immediate return home.

### 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 or county institution, or committed to the Texas Youth Commission (TYC).

## 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 2009, the team handled 247 cases with considerable savings in bed space and associated care in the Juvenile Detention Center.

## Placement Unit

The Placement Unit establishes and maintains contracts with licensed residential facilities throughout the State of Texas. Site visits are conducted prior to any contractual proceedings. When a juvenile must be removed from the home, the Placement Unit's 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 2009, a total of \$838,074.37 was received in IV-E reimbursement from the federal government for youth in private placement. Another reimbursement for \$80,020 was received from the Texas Juvenile Probation Commission (TJPC) for youth who were Sanction Level 5 and placed in a private secure facility or in the Burnett-Bayland Reception Center Sexual Offender Unit. H-Grant reimbursements received by the department for 2009 were \$2,772,956.

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 funds and leaving youths in their own homes. In 2009, 631 youth received services from the H-CAP program.

## Monetary Restitution

In 2009, the courts ordered 1,142 juvenile offenders to pay \$985,592.34 to victims. The department collected \$386,394.62 in financial restitution with collection continuing from cases heard from 2008 and before. In all, \$394,447.57 was disbursed to victims in 2009.

## INSTITUTIONAL DIVISION

### Pre-Adjudicated Facility

The Juvenile Detention Center (JDC) is a secure detention facility located in the Juvenile Justice Center in downtown Houston. The Juvenile Detention Center houses youth pending court or awaiting transfer to the post-adjudicated facilities such as the Burnett-Bayland Reception Center, the Harris County Leadership Academy, the Harris County Youth Village, other private placements and TYC. The Juvenile Detention Center consists of six housing floors accommodating 250 youth and features private sleeping rooms, multi-purpose activity rooms, gymnasiums, visitation and counseling areas, and facilities for medical, dental, psychological and social services. In addition, the JDC has a separate intake section and a courtroom. Advanced monitoring systems including digital video recordings and architectural design provide security and safety without bars. During their stay, youth undergo physical and psychological assessments, short-term therapy and crisis intervention.

Recreation specialists provide daily physical education activity. Highly trained staff and volunteers work to promote feelings of self-worth, to establish trust and teach youth to relate to others through structured unit activities. Each youth can express his/her own religious preference and maintain regular contact with family members through visits, written correspondence and telephone calls. The detention center adheres to the guidelines of the National School Lunch Program, and three well-balanced meals are provided to each resident daily. Additionally, a full range of medical, dental and ophthalmologic services including follow-up care or treatment is available for each youth.

The Juvenile Justice Charter School provides an educational program that focuses on areas in which these students are 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. The Juvenile Detention Center, as well as the department, are active participants in the review and application efforts of the Annie E. Casey Foundation through the Juvenile Detention Alternatives Initiative in Harris County.

### Post-Adjudicated Facilities

Post-adjudication facilities include the Burnett-Bayland Reception Center, the Burnett-Bayland Home, the Harris County Leadership Academy and the Harris County Youth Village. The division continues to use the DART system of structured supervision and programming throughout the institutions. DART stresses personal accountability through Discipline, Accountability, Redirection and Transition.

### 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 2009, assessments were completed for 1,076 youth who were then routed to other county campuses, private placement, placed at home on regular probation in some cases or assigned



to BBRC. In addition to the general population programming, BBRC offers specialized treatment components: Sex Offender Program, Psychiatric Stabilization Unit and a drug dependent treatment program. There is also a 30-day Intense Impact program which emphasizes structure and early reconnection to family. MHMRA provides intense counseling and crisis intervention to the Psychiatric Stabilization Unit residents. The Aid to Victims of Domestic Abuse Program and Love U2 groups provide a curriculum that teaches boys how to develop and maintain healthy relationships. The Children's Assessment Center provides individual counseling for those youth who indicate sexual victimization in their past. Writers in Schools assists juveniles with writing projects and the Rotary Club provides "Success at Work" groups with a focus on life skills. Volunteers from Special Youth Services and Crossroads bring guest speakers, tutors, religious services, art and other programs to BBRC.

In addition, BBRC has participated in a research project with Fordham University on decision-making skills among males who have been placed on probation.

### Burnett-Bayland Home

The Burnett-Bayland Home Girls' Program (BBH) is a non-secure residential placement for delinquent females ranging in age from 10 to 17 years. The facility has a capacity of 60 residents and requires a four to six month stay. During 2009, 114 females participated in the program where they are ensured an emotionally safe and secure living environment. Many services are directed at the unique needs of females in order to decrease or eliminate their future involvement in the criminal justice system. Services are designed to provide gender specific programs that promote positive self-esteem, personal accountability, self-discipline and improve family relationships. The residents are prepared for reintegration into the home, school and community. Therapeutic intervention and behavior modification are important and provided in the rehabilitation plan. Residents participate in drug/alcohol counseling, individual and

**"Collaboration among agencies allows us to provide a host of services to address the needs of our youth."**

James W. Odom  
Alternative Behavior – Director/Founder

family counseling, anger management, teen abuse prevention program, parenting classes for teen mothers, teen health, peer pressure, gang workshops and Girls' Circle. Girls' Circle fosters self-esteem, healthy connections with peers and family and promotes self-expression through verbal sharing and creative activity. The group also participates in equine therapy. Crossroads volunteers provide mentors for residents on campus and the Rotary Club of Houston continues its generous support and assists with community service projects and the Success at Work Program (SAW). The SAW program is designed to assist 16 and 17-year-old females who are planning to enter the workforce. BBH also collaborates with the Work Source that prepares youth to enter the workforce and assists with job seeking once residents are released from BBH. The Juvenile Justice Charter School provides educational services on campus including monthly speakers introducing different types of careers. Activities such as leather craft, print shop, Children's Prison Art Project and field trips to cultural experiences such as museums and theaters bring other learning dimensions to the residents. They participate in the horticulture program working in the community garden on campus. The residents learn to give back to the community by delivering the harvested crops to Target Hunger. Voluntary, non-denominational religious services are provided at BBH weekly.

### 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 10 to 17 years of age. The total capacity of the Youth Village is 170, and in 2009, 434 youths resided there. 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. Support team meetings and staffings are held to assist students with their progress on campus and to prepare them to return to their homes, schools and community. Parent and guardian involvement is encouraged with visitation, input on treatment plans, family and multi-family counseling and home visits. Community volunteers also support the Youth Village program by providing incentive awards and working with residents as mentors, training coaches, advisors and tutors.

In 2009, 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 130 students per year. Central to this program is its partnership with the San Jacinto College System's Central Campus where residents complete certificate-level vocational classes, which are industry recognized and can be used to further the students' studies at either the college or general trade level. Professors from San Jacinto College instruct students in an 18-week program in either electrical or automotive repair 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 on campus GED classes. 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 assist with college financial aid paperwork, scholarships, grants and job applications. Some youth in this program can qualify for grants to cover tuition and fees for one year after their release which will allow many students to continue their college studies as they transition back into the community.



## Harris County Leadership Academy

The Harris County Leadership Academy\* (HCLA) provides a residential correctional program for adjudicated males, ages 13 to 17, who have been determined by the court to need a strong structured and discipline-oriented program. The Harris County Leadership Academy is in west Harris County, and has a capacity of 96 residents. During 2009, 335 young men participated in the 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 juveniles take part in a structured basic program incorporating REAL COLORS and the Level System (Level 1 to 4). The goal of Harris County Leadership Academy 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 and mental health services by MHMRA of Harris County.

Additionally, the youth at the Harris County Leadership Academy have the opportunity to participate in a Vocational Education Program in conjunction with San Jacinto College. Trainees who have problems with alcohol and/or drugs are provided treatment via Turning Point of Houston. Special Youth Services and Youth Exchange provide religious programs. A gardening program highlights the youths' ability to discover the value of working with nature. Upon completion of the program, a promotion ceremony is held and parents witness how their sons have matured. Juveniles return home and attend school with intensive supervision by juvenile probation officers from CUPS 7, a special Field Services aftercare unit. They also participate in community service projects, drug testing and counseling sessions.

\*HCLA originally opened as Delta Boot Camp in 1999, with a capacity for 144 youth; however, in June 2009, the program was redesigned to the current HCLA and a capacity of 96 youth.

## 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 youth in the juvenile justice system, while supporting the agency's commitment toward protecting the public and providing rehabilitation to juvenile offenders.

In 2009, the medical department provided health screening/assessment services to over 5,000 youth. On average, per month, the five facility medical clinics provided 27,292 different kinds of interventions to the adolescents in our care. Approximately one-third of those interactions or medical interventions occurred at the Juvenile Justice Center. Over the course of the year, the physician team conducted 11,017 appointments at the medical clinics, 3,921 youth received dental services and 440 received vision screening/care services.

The MHMRA Forensic Assessment Unit provides psychological evaluations for pre-adjudicated and post-adjudicated youth in the JDC. The Forensic Unit is staffed by mental health professionals under the supervision of licensed psychologists and psychiatrists. They conducted 2,730 evaluations in 2009, including 246 psychiatric assessments and 495 full psychological assessments. The electronic behavioral health screening form developed by the department was used in 1,989 of these evaluations. Data continues to show that approximately 50% of juveniles screened have symptoms of a mental health disorder with 21% evidencing symptoms of severe emotional disturbance. The Forensic Unit continues to serve as a practicum site for graduate students. The unit is an accredited, pre-doctoral internship training site and interviewed for the program's third class of interns in 2009.

In 2009, the Psychological and Social Services Department conducted 8,231 individual counseling sessions with 2,040 different juveniles. Therapists from the department also conducted 575 groups in the JDC. 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 to youth pending court. In 2009, the psychiatrist conducted 411 initial evaluations and provided follow-up care to 831 youth. The Psychological and Social Services Department provides screening as well as counseling support.

Youth 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 149 youth in 2009. The Psychiatric Stabilization Unit at BBRC provided intense psychiatric and counseling interventions to 69 post-adjudicated youths in 2009 in collaboration with Mental Health Mental Retardation Authority of Harris County.

The CUPS 7 office is the home of the Special Needs Program funded by Texas Juvenile Probation Commission 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. A psychiatrist is assigned to the unit for crisis intervention and medication management. There are also three additional juvenile probation officers who are

**“Through collaboration we learn the language of each other and come to understand we all must come together for our children and not allow our different perspectives of the same child to keep us from developing a consensus on the best way to help the child and society.”**

Dr. D.Z. Cofield  
Hope for Families, Inc.

assigned to supervise juveniles involved in other mental health treatment programs or who have been diagnosed with mental retardation. These community-based programs served 223 youth in 2009.

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 initiative provides a case manager and a parent partner for youth who are identified as being seriously emotionally disturbed. In 2009, 54 youth and families were served by the Systems of Hope.

The division launched a Multi-Systemic Therapy (MST) program, which consists of three specially trained therapists. MST is an evidence-based treatment that attempts to address behavioral and mental health issues through intensive family and community-based interventions. In 2009, 29 youth and their families participated in the MST program. The Harris County Juvenile Probation Department is one of the few probation departments in the country that has implemented this program.

The Juvenile Probation Department has also worked closely with the 314th Court to develop a Mental Health Court. The Mental Health Court is modeled on national best practices and emphasizes rehabilitation over punishment, while at the same time stressing personal accountability and public safety. The Mental Health Court team includes a judge, two psychologists, a Court Manager, Specialized Probation Officers, treatment providers, defense attorneys and a prosecutor. In 2009, 35 youth and their families participated in the Mental Health Court.

## FIELD SERVICES DIVISION

### Post-court Interview Unit

Field officers report daily at the Juvenile Justice Center to interview families of youth who are scheduled for hearings in the three district courts. This unit was created 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 are verified. A MAYSI assessment instrument is used to determine mental health needs and the AMY (Addiction Measure for Youth) instrument is completed to identify drug/alcohol education, counseling and/or treatment needs.

### Deferred Adjudication

The courts offer Deferred Adjudication to juveniles who are normally first time, non-violent offenders who appear in court. The program guides them through six months of specialized programs, counseling and supervision aimed at diverting them from further involvement in the juvenile justice system.

**“Working together with other members of the Criminal Justice System, we will accomplish long-term sustainable reductions in the number of juvenile offenders.”**

John Trevino  
Assistant Chief- Houston Police Department

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 Adjudication contract, their cases can be dismissed. In 2009, an average of 1,466 juveniles participated in the Deferred Adjudication program each month.

Deferred Prosecution (DP180) is the name of the new program for non-petitioned cases where the Harris County District Attorney is allowing the probation department to provide 180 days

of supervision without the youth appearing in court as an initiative to divert these youth from the formal juvenile justice system. Since its inception in March, 2009, 706 cases have been served.

### Field Supervision

Most juveniles who go through the court system remain at home under field supervision. The probation period is usually one year, but the court may lengthen the duration of probation to age 18. Field supervision and rehabilitative services for youth and their families are provided from nine field probation services sites located throughout Harris County. During 2009, an average of 4,330 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, attending school, 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.

### 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 responsible 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 2009, an average of 537 juveniles received services in the ISP each month.

The Female Intervention Program (FIP) allowed 409 female probationers to remain at home with 24-hour supervision instead of

going to a more costly residential facility. Many services are available and their Equine Therapy program combines traditional therapeutic intervention with a more innovative component involving relationships and activities with horses.

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 Institutional Aftercare Program Unit (IAP) provides intensive supervision for youths leaving all county institutions during the weeks following release from structured institutional life. In 2009, an average of 209 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 Program Unit

Sex Offender Supervision is designed for youths adjudicated on sex offense charges that meet the state registration eligibility. These clients have either completed the court-ordered Sex Offender Treatment program at the Burnett-Bayland Reception Center before being released for supervision in the community or will complete community-based sex offender counseling prior to the termination of supervision. In 2009, 218 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 the Association for the Advancement of Mexican Americans, 265 youth were monitored in 2009. Youth may participate in tattoo removal through a partnership with the City of Houston in exchange for performing community service hours through the Parks and Recreation Department.

### 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. Work sites are arranged for youth from all divisions of the department including those referred for lesser offenses from Intake Court Services. In 2009, 5,614 probationers and 283 parents worked 64,205 hours at an estimated value of \$460,773. Community service was also provided at our county institutions. A total of 1,420 probationers were referred for a total of 25,591 hours worked.

### Community Programs

An award of \$600,000 plus was granted to the Field Services Division from the Texas Juvenile Probation Commission to offer intensive community/faith-based programs that assist juveniles in decision making, self-esteem, tutorials and other structured programs to help redirect their lives towards a positive change.

### Additional Field Services Programs for 2009

**Evening Reporting Center** - Community-based alternative to detention for post-adjudicated youth who are at risk of being placed in the Juvenile Detention Center. This non-secure, community-based program provides supervision and structured activities for approximately 30 to 60 days from the hours of 3:00 p.m. to 9:00 p.m., Monday through Friday.

**Baby Think It Over** - Computerized infants are used to educate and deter teen pregnancy in a realistic, hands-on experience about motherhood and responsible parenting.

**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.

**Equine Therapy** - A program combining traditional therapeutic intervention with a more innovative component involving relationships and activities with horses.

**Juvenile Consequences** - Monthly meetings with representatives of the Houston Bar Association, Harris County District Attorney’s Office, law enforcement and juvenile probation to explain the juvenile justice system.

**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.

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

**ROPES** - A two-day Reality Orientation through Physical Experience program with low and high element challenges to build confidence and promote teamwork.

**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.

**“In developing the Juvenile Consequences Program, we knew collaboration with the Harris County Juvenile Probation Department, the Police Department, and the District Attorney’s Office was essential.”**

Barrett Reasoner  
President Houston Bar Association

## 2009 EXPENDITURES

<b>Harris County - \$77,643,502</b>	
Harris County General Fund	\$77,633,877
Capital Improvement Bonds	0
Family Protection Fees	9,625
	<b>\$77,643,502</b>
<b>State - \$15,850,058</b>	
TJPC-State Aid	\$5,207,683
TJPC-Community Corrections	4,296,018
TJPC-Diversionary Placement	3,125,996
TJPC-Juvenile Boot Camp	983,463
TJPC-Intensive Community Based Programs	899,895
TJPC-Secure Facility Operations	734,487
TJPC-Commitment Reduction Program	6,500
TJPC-Special Needs Diversionary (TCOOMMI)	252,535
TJPC-Level 5 Placement	51,250
Juvenile Probation Equipment Fund	289,231
	<b>\$15,850,058</b>
<b>Private - \$104,365</b>	
Operation Redirect/Mental Health Services	\$1,704
Annie Casey Foundation	102,661
	<b>\$104,365</b>
<b>Federal - \$4,752,072</b>	
Title IV-E Federal Reimbursement	\$4,421,440
Coordinated Juvenile Crime Enforcement	179,158
Project Safe Neighborhoods	36,023
MS Therapy (SOH)	8,618
Intensive Supervision Juvenile Sex Offender	23,989
HISD Safe Schools	18,367
TDHCA Disaster Recovery Plan-HCJPD	64,477
	<b>\$4,752,072</b>
<b>Federal/State/Other - \$12,465,133</b>	
JJAEP Programs and Charter School	\$12,465,133
<b>Total 2009 Expenditures</b>	<b>\$110,815,130</b>

Figures are actual expenditures for the period of January 1, 2009 through December 31, 2009.

### 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 networking, 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 management, purchasing and financial report preparations. Computer networking, information systems and research are the functions of the Technology and Systems Development (TSD) unit. Supportive Services staff manages inventory, office supplies and equipment, provides mail courier service and operates a print shop. It also provides various other services upon request that support agency operations.

In 2009, the department's expenditures were \$110,815,130. The county, state, federal and private funding is identified in the accompanying chart.

## 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 utilizes technology systems that track juveniles, their offenses, pre- and post-adjudication services and activities, case docketing and dispositions. The unit 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. In addition, the unit's researchers provide data and reports that support agency research, evaluations, planning and resource management.

The agency's wide area network consists of the Juvenile Justice Center and 15 remote sites located throughout Harris 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 various internal and external consumers including federal, state and local agencies, universities, funding sources and the media.

## Grants and Alternative Funding

Over \$340,000 was also acquired in 2009 through the state and federal government grant application process to assist in providing a variety of basic, emergency and specialized probation services to youth. Included in this total are funds the department received to provide school-based intervention and prevention services, coordination services to youth with mental health needs, specialized services to female offenders, intensive treatment to juvenile sex offenders and intervention/prevention services for high-risk gang-involved youth. Additionally, the department received over \$100,000 to implement core strategies designed to reduce crowding in the JDC and make other improvements in the county's juvenile justice system. The department also acquired and provided funds to community-based organizations and other agencies to develop and provide innovative programs and services to delinquent youth and their families.

## HUMAN RESOURCES DIVISION

Personnel, Payroll, Training, Accreditation and Quality Assurance are the five major areas of the Human Resources Division. These areas work together to identify, investigate, process, compensate, train and monitor the employees charged with carrying the mission of the department.

**“Collaboration means the holding of hands and the sharing of resources to ensure the tools for positive change are delivered in a holistic and effective manner.”**

Sylvia Bolling, Founder/Director Aldine Youth Center

### Personnel Unit

The Personnel Unit provides staffing for the department and ensures that county personnel regulations are followed throughout the agency. This unit posts available positions, recruits applicants, processes employment applications, interviews applicants, supervises screening, investigates prospective employees, hires and provides training. The Personnel Unit monitors and processes salary changes and interacts with various departmental entities to maintain accurate salary and position control. Additionally, the unit oversees the annual performance appraisal process which 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 1,440 at the close of 2009.

### Payroll Unit

The Payroll Unit works to ensure employees receive accurate compensation in a timely manner. They also assist staff in accessing employee benefits and services available to all Harris County employees. This includes signing up new employees, medical and retirement benefits or changes, monitoring and processing of salary changes and monitoring of all other employee benefits. The unit also interacts with the county budget and payroll offices as well as other county departments to maintain accurate payroll information.

The Payroll Unit is being centralized, following a model used consistently within the larger county departments.

### Training Unit

The Training Unit is responsible for conducting the monthly Juvenile Probation Academy (JPA). All new employees attend JPA classes applicable to their job duties. JPA serves to orientate all new staff to the agency's policies, procedures and practices. Juvenile Probation Officers and Juvenile Supervision Officers must be certified by the Texas Juvenile Probation Commission (TJPC) prior to performing their job duties with the department. JPA is designed to satisfy the training standards required by TJPC in order to certify Juvenile Probation Officers and Juvenile Supervision Officers. TJPC requires all certified staff to have continuing education/training hours to maintain their state certification.

The Training Unit provides year round, internal training workshops for all employees, as well as coordinating with other agencies to organize workshops which offer expert trainers in subjects related to juvenile justice. In 2009, the Training Unit conducted 180 trainings, attended by 1,837 participants. The Training Unit is responsible for maintaining the training files of all certified Juvenile Probation Officers, Juvenile Supervision Officers and support staff.



## Accreditation and Quality Assurance Unit

The Texas Juvenile Probation Commission establishes and enforces standards for juvenile probation programs and juvenile correctional facilities in the State of Texas. The Accreditation and Quality Assurance Unit coordinates the development and review of departmental policies and procedures in order to meet TJPC standards. The Accreditation and Quality Assurance Unit routinely conducts internal audits of departmental programs and facilities to monitor compliance with TJPC standards. The Accreditation and Quality Assurance Unit offers technical assistance and training as necessary to assist programs and facilities in meeting applicable TJPC standards.

## 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. The Juvenile Probation Department is solely responsible for all programs of the Juvenile Justice Alternative Education Program (JJAEP) and the Juvenile Justice Charter School (JJCS).

### Juvenile Justice Charter School (Excel Academy)

Since 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 Charter School provides a year-round school to enable students to continuously improve their educational skills. The Excel Academy focuses on student progression in the core academic curriculum, TAKS remediation, vocational education and life skills. During the 2008-2009 school years, 94 students received a GED.

**“Collaboration is at the heart of any comprehensive system that improves access and quality of services, while maximizing resources and avoiding duplication.”**

Reverend Leslie Smith  
CEO Change Happens

### Juvenile Justice Alternative Education Program

Students attending the Juvenile Justice Alternative Education Program 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 TJPC, local school districts and state and federal grants. During the 2008-2009 school years, 722 students were enrolled with an average attendance rate of 84% for the year. The average length of enrollment per student was 80 school days.

## CROSSROADS

Crossroads, a non-profit United Way agency, recruits, screens, and trains volunteers and interns for the department. They integrate the community with the agency, a partnership that allows the department to meet goals of providing quality services to redirect the lives of youth. Judge Beverly B. Malazzo, Associate Judge, Juvenile District Courts, serves as a member of the Crossroads board. Crossroads volunteers are often requested by the courts, and 243 Crossroads volunteers served 26,213 hours as mentors and role models for youth. In 2009, 514 volunteers and interns donated 66,946 hours in recreational, educational, mentoring, religious and community service programs for youth on probation or in institutions. With volunteer work valued at \$20.25 per hour, the department has received \$1,355,657 in assistance from these community volunteers and interns. Included in the grand total are volunteers working in specific areas of the department. Forty-eight dedicated volunteers with Special Youth Services donated 7,714 hours and 148 volunteers with Youth Exchange worked 21,856 hours. Also included is the work of 53 interns from area colleges and universities who worked 10,702 hours in the department's student intern program. They served throughout the agency in a variety of positions receiving training and experience in juvenile justice. Fifteen Ring of Champions volunteers provided 234 hours of ministry to youth in the Bay Area. Seven Junior League volunteers provided 224 hours of service.

## SERVICE and RETIREMENT

### 30 Years

Roslyn Beaty-Ellis  
Brenda A. Everett-Addison  
Terri Ann McGee  
Julia Ramirez  
Carolyn Sergant

### 25 Years

Dennis A. Englade  
Sonia Morales Estrada  
Ricardo Rodriguez Gomez  
Henry G. Gonzales, III  
Carolyn K. Hall  
Frank Hart  
Diana Johnson  
Frankie Lindsey  
Micheal Ann McBride  
Joe R. Medellin  
Emilio Pina  
David Curtis Reed  
Emilio Ruiz  
Linda Dukes Simmons  
Margarett E. Tolbert

### 20 Years

Bertram Dale Carter  
Joe E. Cerda  
Cynthia Lammar Glenn  
Willie L. Haynes  
JoAnn Hernandez  
Gregory B. Hester  
Wayne Robert Hughey  
David C. Mathis  
James Polk  
Marilyn Broussard Webb  
Calvin W. Whitfield

The following staff retired from the department  
after decades of service:

Beatrice Bowns, Sylvia Fragaso, Geneva Glass, Harvey Hetzel, Irma  
Hudgins, Robert “Bob” Husbands, Nelson Morgan, Robert Murray,  
Mary Perez, Arthur Petit, Mary Ann Rundell, George Stokan, William  
“Bill” Thompson and Calvin Williams.

Harris County Juvenile Probation Department

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