

**BEXAR COUNTY JUVENILE PROBATION DEPARTMENT**  
**2016 ANNUAL REPORT**



**TRANSFORMATION**  
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**TRANSFORMATION**

**Journey to Empowerment**





BEXAR COUNTY JUVENILE  
PROBATION DEPARTMENT  
MAIN OFFICE

# BEXAR COUNTY JUVENILE PROBATION DEPARTMENT 2016 ANNUAL REPORT

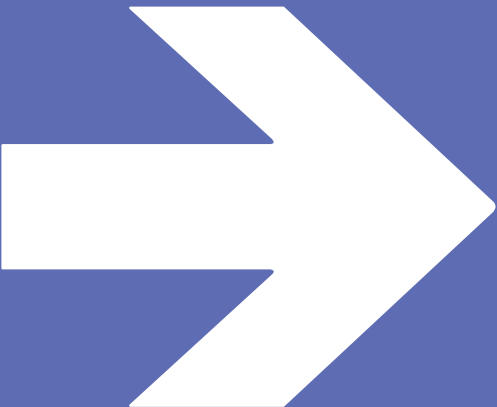


CYNDI TAYLOR KRIER  
JUVENILE CORRECTION  
TREATMENT CENTER  
MAIN CONTROL



INSPIRE MURAL PROJECT  
MURAL INSTALLATION AT  
CHRISTIAN HOPE RESOURCE CENTER

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# TRANSFORM MEANS TO CHANGE IN FORM, APPEARANCE, NATURE AND CHARACTER.

**Transformation can be an instantaneous event or a slower process that occurs over time.**

For us, transformation entails a journey replete with struggles, triumphs and self-discovery. We speak not of a physical journey but an inward quest to identify and enhance the strengths and positive aspects of each individual child we serve, their families, their community, our staff, our programs and our organization as a whole. Our ultimate goal is the development of an effective, responsive system that nurtures, coaches and guides children along an individualized path of personal growth, responsibility and self-sufficiency.

Achievement of this goal for the children we serve requires a

commitment to investing in evidence and research based programming, providing staff with necessary tools and resources and keeping the organization's mission, vision and core values always in sight. It also requires self-examination, innovation and resilience.

2016 was an exceptional year for our organization as we traveled on this journey. A conceptual shift initiated in 2015 culminated in significant changes in our institutions divisions and resulted in continued enhancements to programs and services throughout our other divisions. This report highlights some of our collective accomplishments.



# MISSION STATEMENT

To achieve positive change with children and their families by emphasizing individual responsibility and community safety.



# VISION STATEMENT

WE WILL...

- |  |  |   |
|--|--|---|
| <b>embody inspired leadership</b> dedicated to improving the lives of children and their families. | <b>respond to the changing needs of children</b> through a passionate, highly trained, dynamic workforce and community partnerships. | <b>create innovative programs</b> and shape services to meet the demands of a continually changing environment. |
|--|--|---|

# CORE VALUES

IN OUR WORK, WE ARE COMMITTED TO THESE CORE VALUES:

- |                      |                     |
|----------------------|---------------------|
| <b>Integrity</b>     | <b>Adaptability</b> |
| <b>Compassion</b>    | <b>Empowerment</b>  |
| <b>Collaboration</b> |                     |

# GUIDING PRINCIPLES

IN OUR WORK WITH CHILDREN, FAMILIES, COWORKERS AND THE COMMUNITY WE COMMIT TO:

- |   |   |   |
|---|---|---|
| <b>1.</b> Know and do what works to achieve the department’s mission.                               | <b>3.</b> Be positive and focus on strengths.                           | <b>6.</b> Be professional.                                |
| <b>2.</b> Create a safe, supportive environment that empowers others to make responsible decisions. | <b>4.</b> Promote caring trusting relationships that value differences. | <b>7.</b> Always evolve, seeking to innovate and improve. |
|   | <b>5.</b> Listen and communicate effectively.                           |   |



# Chief Lynne Wilkerson

“Nothing gets transformed in your life until your mind is transformed” —*IFEANYI ENOCH ONUOHA, AUTHOR OF OVERCOMING THE CHALLENGES OF LIFE*

In the Juvenile Probation Department, Probation Officers, Juvenile Supervision Officers and support staff are all working toward the same overarching goal – to help children in the juvenile justice system make changes to become law-abiding and productive citizens. One could say that we are in the transformation business. When a child’s life is off track, we help build important life skills and provide the accountability and support needed to elicit positive changes that get that child back on track.

To support transformation in a child’s life, our department adopts practices and tools that are proven to be effective. We are constantly seeking to grow and improve the way we work with children and families by incorporating evidence-informed techniques and programs. For example, over the years we have moved towards strength-based approaches rather than deficit-based ones. We have embraced programs based on cognitive behavior therapy models to address criminal thinking. We have incorporated validated risk and needs assessments, Motivational Interviewing, the Positive Behavior Interventions and Supports model, and we have

strengthened Positive Youth Development programming. And it is through these and other foundational practices that we set in motion the process of healthy development.

A fundamental component of successful transformation is hope. As juvenile justice professionals, we are in a position to help children envision a different future than they may have ever imagined. We can build hope and strengthen transformation potential by exposing children to new ideas, by helping them find their spark, and by giving them opportunities to build competencies. Each of these experiences is critical for a successful life journey and can give our children hope for a new, more fulfilling life.

A child’s internal transformation is a process. There is not a singular endpoint or goal that is reached and then checked off as completed. Transformation is a life journey. Just as each of us is on a journey of self-discovery and self-actualization, so are the children we serve. The transformational journey will continue



LYNNE WILKERSON  
CHIEF PROBATION OFFICER,  
BEXAR COUNTY JUVENILE PROBATION DEPARTMENT

for these children long after they leave our system. We may not be able to witness its entirety, but we can surely count it as a success if children leave us carrying with them the skills, vision, hope, and inspiration to continuously grow and learn on their path towards a successful adult life.

“Free the child’s potential, and you will transform him into the world.”

—*MARIA MONTESSORI*  
PHYSICIAN AND EDUCATOR

# Judge Lisa Jarrett

After over nineteen years serving the local and state juvenile justice community, Judge Laura Parker’s role as the 386th Juvenile Court Judge and Chair of the Juvenile Board came to an end in 2016. In 2017, I will assume the role of Chair of the Juvenile Board. My goal is to continue the legacy of Judge Laura Parker who demonstrated exemplary judicial character and devoted herself to the children and families of Bexar County, the community of Bexar County as well as local and state juvenile justice system.

Since being appointed as District Judge of the 436th District Court in 2009, I have acquired a great appreciation for our local juvenile justice system as well as our city, county and state lead-

“The focus has always been on the common good for the children and families we serve as well as the larger community.”

ers in the field. The collaborative efforts, continuously demonstrated by individuals and various public and private agencies, have been selfless. The focus has always been on the common good for the children and families we serve as well as the larger community. This is a system and a field where people are not afraid to roll up their sleeves and dig deep into the work to get things done; where they are comfortable pushing traditional boundaries and thinking outside the box to find solutions. We have developed and tailored solutions to meet the very individualized needs of children. We have identified ways to fund crucial programs and support grants. We have worked together to affect change at the State level by being the drivers of change and impacting legislation for the betterment of our children and communities.

My focus moving forward will be continued innovation and transformation of our juvenile justice system to ensure commitment to doing what is right



THE HONORABLE JUDGE LISA JARRETT  
CHAIR OF THE JUVENILE BOARD,  
436TH JUDICIAL DISTRICT COURT

and just, to ensure the creation of opportunities to improve the lives of children and families and to ensure the protection of the larger community. Yet, this is a journey we must continue together. As Chair of the Juvenile Board, and Board member of the Texas Juvenile Justice Department, I accept the leadership challenge. It will be an honor to continue to serve with the incredible people within our system – the children, the families, the staff and the leadership. I look forward to what 2017 and the years beyond will bring.





## 289th District Court

# JUDGE DAPHNE PREVITI AUSTIN

**Judge Previti Austin has served as Judge of the 289th District Court since January of 2015.** Prior to assuming her responsibilities as District Judge, Judge Previti Austin practiced criminal and juvenile defense in private practice from 2008-2014. She served as a Juvenile Law Referee from 2010 to 2011 and as an Assistant District Attorney from 1997 to 2008. Judge Previti Austin has been Board Certified in Juvenile Law since 2002. She was recognized as a San Antonio Best Lawyer by San Antonio Scene Magazine in 2014 and 2015. In 2016, the 289th MIND (Males in Need of Direction) Court was implemented to provide intensive oversight and services to young men with identified mental health needs. In 2017, she will assume responsibility for the Crossroads Mental Health Court which provides services to females. Judge Previti Austin serves on the Finance Council of the St. Peter Prince of the Apostles Church, the Advisory Board of the Alamo Youth Center, and is an active member of Impact San Antonio.



## 436th District Court

# JUDGE LISA JARRETT

**Judge Lisa Jarrett was appointed to the 436th District Court in 2009 after the Court was founded.** In 2016, the 436th was the home of two Specialty Courts. Family Enrichment Court serves children who have a history of aggression towards family members or have been exposed to violence or abuse in the household. Crossover Court serves children who are in the conservatorship of the Texas Department of Family and Protective Services and have a referral to the juvenile justice department. In 2017, Judge Jarrett will assume responsibility of the Restore Court which provides services to victims of domestic minor sex trafficking. Additionally, in 2017 she will assume the role of Chair of the Juvenile Board.

Judge Jarrett demonstrates a commitment to serving the children and families of Bexar County and is deeply involved in the community. She serves as Co-Chair of the Community Justice Project and is a Member of Friends of Communities in Schools. Judge Jarrett is also a board member on the Juvenile Justice Advisory Committee for the State of Texas and Texas Rio Grande Legal Aid. As an Honorary Commander for the 433rd Airlift Wing at Lackland Air Force Base she continues to build relationships and better the community.



## 386th District Court

# JUDGE LAURA PARKER

**Judge Laura Parker served as the first Judge of 386th District Court from 1999 through the end of 2016.** She served as Chair of the Juvenile Board from 2010 through 2016. During her tenure, she created and presided over three Specialty Courts. The 386th Post Adjudication Drug Court began in 2005 and serves children with significant substance abuse issues. Founded in 2009, the 386th Crossroads Court serves pre-adjudicated girls with mental health issues. In 2013 Judge Parker started the Restore Court to serve children identified as victims of sex trafficking. In 2016 the Crossroads Court received the National Criminal Justice Association Outstanding Criminal

Justice Program Award. Additionally, Judge Parker was deeply invested in improving the juvenile justice system both locally and statewide. Judge Parker served on the Executive Board of the Texas Juvenile Justice Department from 2011-2016. She was also involved with many local service and philanthropic organizations. 2016 was Judge Parker's last year as the Judge of the 386th District Court and as Chair of the Juvenile Board. Shortly after leaving the bench, Judge Parker was awarded the Robert O. Dawson Visionary Leadership Award for her contribution to juvenile justice by the Juvenile Law Section of the State Bar of Texas. She leaves behind a great legacy.

2016 Commissioners Court



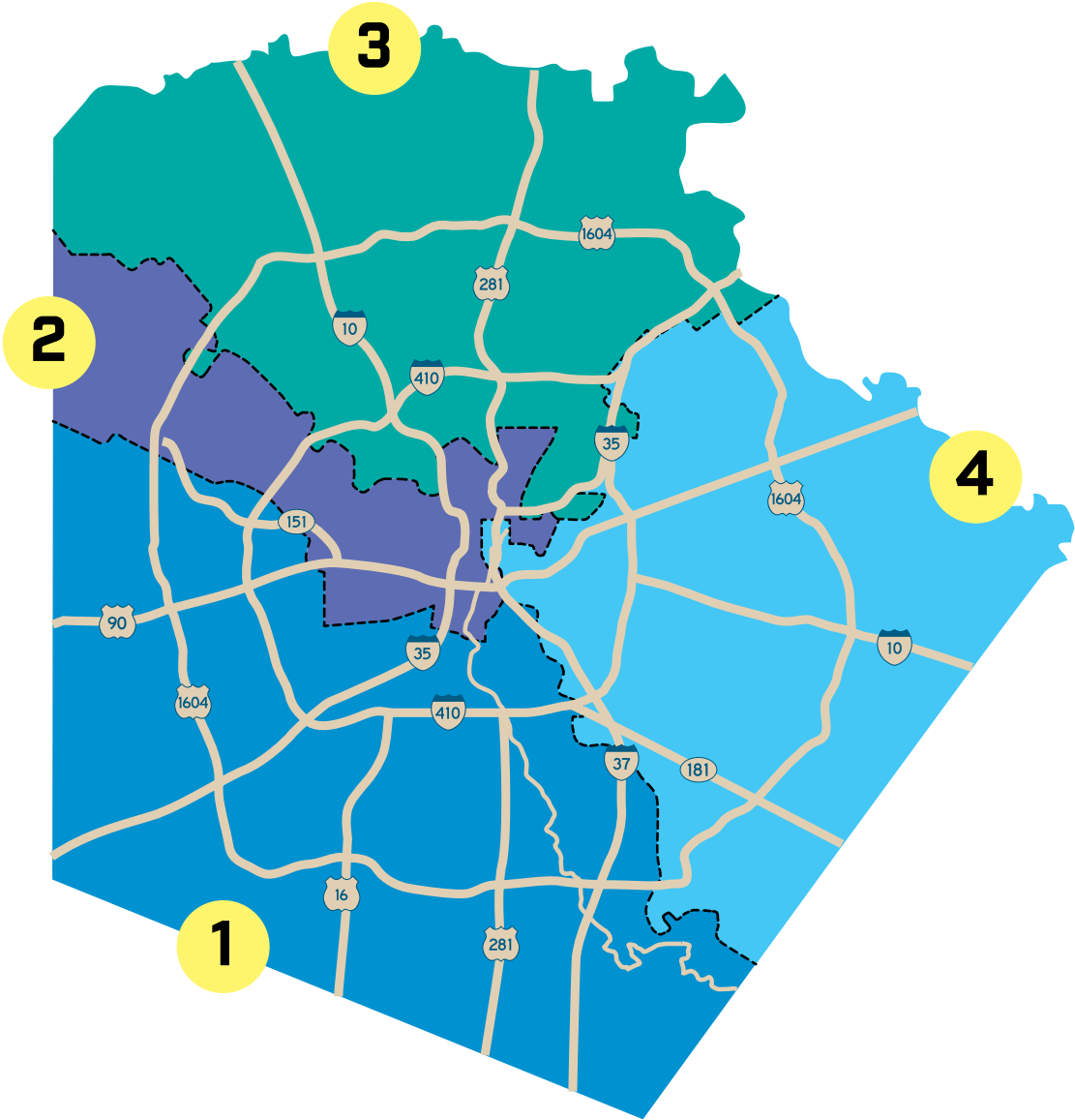
COUNTY JUDGE  
Nelson W. Wolff

PRECINCT 1  
Commissioner  
Sergio “Chico”  
Rodriguez

PRECINCT 2  
Commissioner  
Paul Elizondo

PRECINCT 3  
Commissioner  
Kevin A. Wolff

PRECINCT 4  
Commissioner  
Tommy Calvert



2016 Bexar County Juvenile Board



CHAIR OF  
THE BOARD  
Judge Laura Parker,  
386th District Court

BUDGET  
COMMITTEE CHAIR  
Judge Melisa Skinner,  
290th District Court

FACILITIES  
COMMITTEE CHAIR  
Judge David Canales,  
73rd District Court

PROGRAM & SERVICES  
COMMITTEE CHAIR  
Judge Michael Mery,  
37th District Court

TRIAL COURT  
COMMITTEE CHAIR  
Judge Lisa Jarrett,  
436th District Court

Board Members

- Judge Antonia Arteaga—57th Civil District Court

Judge Daphne Previti Austin - 289th Juvenile District Court

Judge David Canales—73rd Civil District Court

Judge Solomon J. Casseb III—288th Civil District Court

Judge John D. Gabriel—131st Civil District Court

Judge Sid L. Harle—226th Criminal District Court

Judge Steve Hilbig—187th Criminal District Court

Judge Lisa Jarrett—436th Juvenile District Court

Judge Jefferson Moore—186th Criminal District Court

Judge Kevin O’Connell—227th Criminal District Court

Judge Lorina Rummel—144th Criminal District Court

Judge Michael Mery—37th Civil District Court

Judge Stephani Walsh—45th Civil District Court

Judge Larry Noll—408th Civil District Court
- Judge Ray Olivarri—399th Criminal District Court

Judge Laura Parker—386th Juvenile District Court

Judge Karen Pozza—407th Civil District Court

Judge Richard Price—285th Civil District Court

Judge Ron Rangel—379th Criminal District Court

Judge Mary Roman—175th Criminal District Court

Judge Peter Sakai—225th Civil District Court

Judge Gloria Saldana—438th Civil District Court

Judge Laura Salinas—166th Civil District Court

Judge Melisa Skinner—290th Criminal District Court

Judge Cathleen Stryker—224th Civil District Court

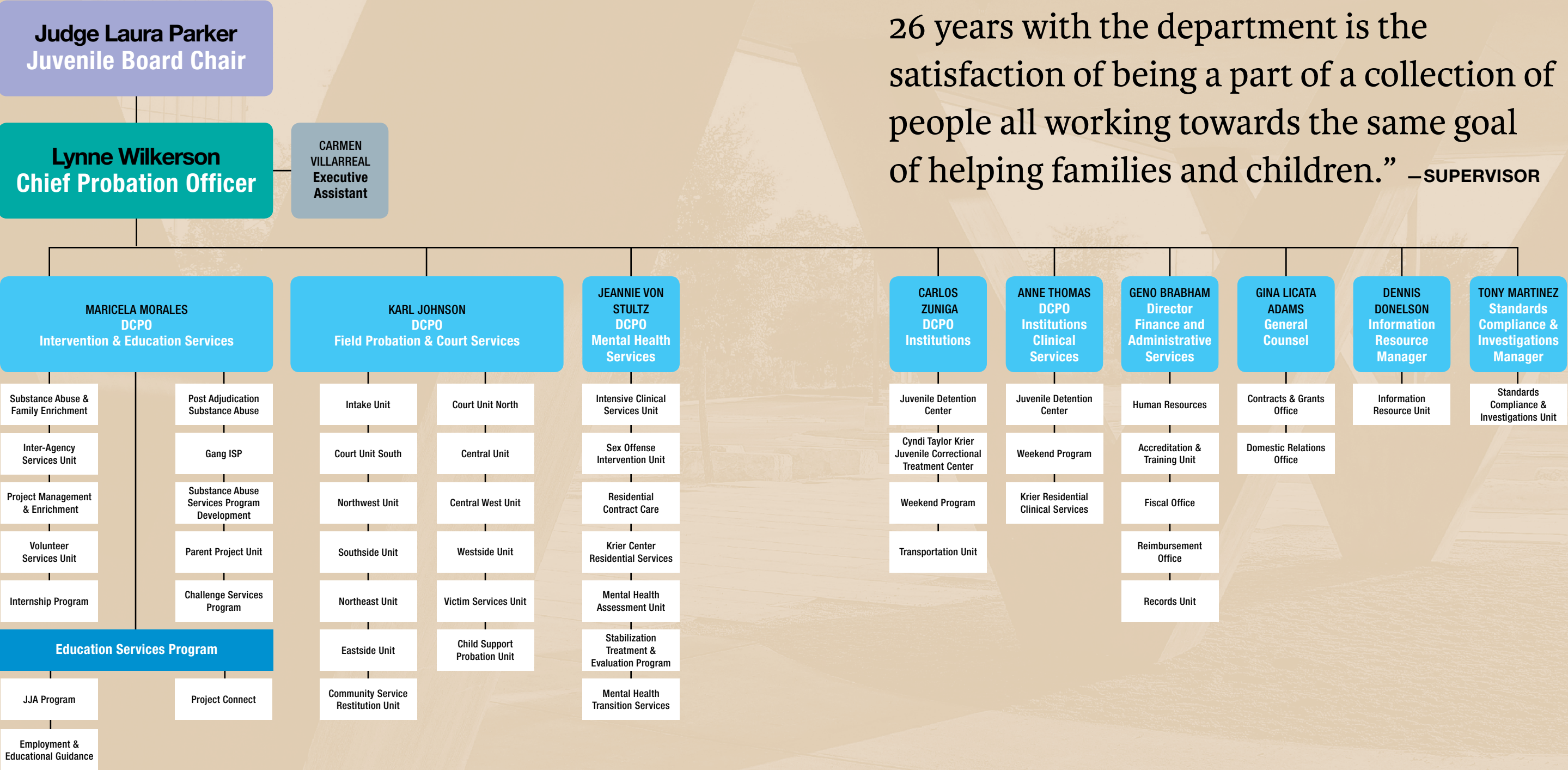
Judge Lori Valenzuela—437th Criminal District Court

Judge Nelson Wolff—County Judge

Judge Renee A. Yanta—150th Civil District Court



# DEPARTMENT ORGANIZATION



“The biggest impact on me over the past 26 years with the department is the satisfaction of being a part of a collection of people all working towards the same goal of helping families and children.” –SUPERVISOR



Total number of referrals to department

**4,027**

Misdemeanor Referrals

**3,278**

Felony Referrals

**749**

Total number of children  
placed under supervision

**1,489**

Deferred Prosecution

**972**

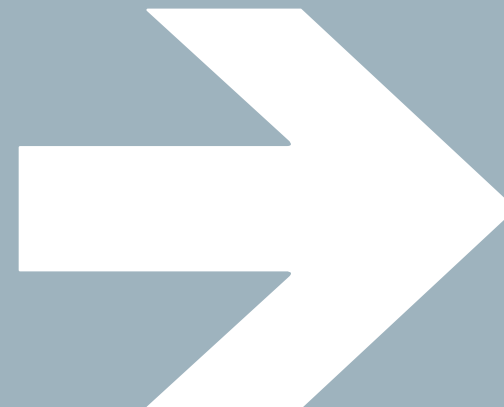
Probation

**517**

## 2016 BCJPD ANNUAL REPORT

# DIVISION SUMMARIES

- Field Probation & Court Services
- Intervention & Education Services
- Mental Health Services
- Institutions Divisions
- Finance & Administrative Services
- Office of the General Counsel
- Standards & Compliance
- Information Services





# Field Probation & Court Services Division

The core functions of the Field Probation and Court Services Division include the following: processing of juvenile referrals through the intake and judicial systems; interviewing and assessing each child and family’s risks, needs and strengths; assigning and recommending dispositions; identifying goals and strategies to address risk and needs; connecting children and families to services in the community; supervision of juveniles on deferred contracts and probation to include home visits, school visits and program visits; and providing mandated support services.

Additionally, this division has twenty-two school-based probation officers co-housed in several high schools throughout Bexar County.

**Intake Unit:**

The Intake Unit is the first point of departmental contact for law enforcement, children and their families. Core functions include:

- Processing all referrals to include Out of County and Out of State cases
- Establishing probable cause on all arrest referrals
- Conducting preliminary screenings and assessments on each arrested child
- Scheduling detention hearings

Once a child is processed the unit diverts the case to community resources, assigns the case to one of the Court Units or assigns the case to the appropriate field or specialty unit.

**Court Units:**

The two Court Units, North and South, receive felony and misdemeanor referrals where court action is pending and the child is not currently under the department’s official supervision. Core functions include:

- Conducting thorough interviews and assessments on each child and his/her family
- Completing a comprehensive pre-disposition report with recommendations to the juvenile courts

If the child is subsequently placed on a term of supervision the case is then transferred to the designated field or specialty unit.

**Field Units:**

Seven field units provide supervision of children who are either on a deferred prosecution contract or on official probation and reside in the community. Located throughout Bexar County, each unit collaborates with schools and services near a child’s home and family support base. Each unit has the following:

- Probation officers housed in local schools which foster communication and collaboration with school personnel
- An intensive supervision probation officer to provide increased services to some high risk clients

These field units constitute the core of the supervision and services provided to children and families by the department. If a child and family’s needs exceed what a field unit offers, then the probation officer will transfer the case to a specialty unit.

“I feel like I am now a better person which is something I wouldn’t be without all the guidance...” –CHILD

**Community Service Restitution:**

Provides opportunities for children to complete court ordered community service hours either through staff supervised work crews or through a community based facility. The unit also offers children opportunities to participate in service learning projects to address specific community needs.

**Victim Service Unit:**

Provides support services to juvenile crime victims as mandated by the Texas Family Code. The unit also provides the following classes to children and their parent(s):

- Victim Impact Panel
- Victim Sensitivity Program
- Victim–Offender Mediation

**Child Support Probation Unit:**

Provides services and supervision to adult parents to ensure that children receive the financial support to which they were entitled. The unit has probation officers assigned to the following:

- Community Supervision Program
- Children First Jail Intervention Program



## HIGHLIGHTS

In 2016, this Division focused on developing and enhancing its core functions to improve the responsiveness and effectiveness of services and programs provided to children and families. The initiatives identified below equip staff to assist each child on his/her journey of transformation:

- » Providing individualized services based on each child’s risks and needs while diverting low risk children from the juvenile justice system.
- » Identifying and meeting trauma based needs of children and their families.
- » Identifying and providing evidence or research based programming.
- » Enhancing Motivational Interviewing skills for staff.
- » Reducing or eliminating obstacles that prevent children from engaging in services and programs.

## DEPARTMENT STATS

**Contacts & community based visits:**

HOME VISITS:  
**13,789**

SCHOOL VISITS:  
**11,331**

PLACEMENT VISITS:  
**3,043**

DETENTION VISITS:  
**5,343**

COMMUNITY-BASED PROGRAM VISITS:  
**1,870**

COURTESY VISITS BY GANG UNIT:  
**276**

OFFICE VISITS:  
**18,906**

**Detention & court hearings:**

DETENTION HEARINGS:  
**3,783**

COURT APPEARANCES:  
**4,577**



# Intervention & Education Services Division

The Intervention and Education Services Division provides supervision of children with a variety of complex, and specialized risks and needs to include the following: substance abuse; domestic violence; gang and weapon involvement; Domestic Minor Sex Trafficking (DMST) victims; and conservatorship of Texas Department of Family and Protective Services (TDFPS). Additionally, the division offers diverse programs focused on addressing needs in educational, recreational and social support.

- Substance Abuse & Family Enrichment Unit (SAFE):**  
Provides services and supervision to children on deferred prosecution contracts for misdemeanor offenses through the following specialty courts:
- Pre-Adjudication Drug Court for children referred for drug related offenses
  - 436th Family Enrichment Court for children with a history of violence and trauma
- Post Adjudication Substance Abuse Unit:**  
Provides intensive services and supervision to children with a documented history of illegal drug use, abuse and dependency. The unit offers the following programs:
- 386th Post Adjudication Drug Court
  - Intensive Supervision Probation Program

- Gang Intensive Supervision Unit:**  
Provides intensive supervision of children identified as having a significant history of gang affiliation and/or engaging in weapons related activities. The unit also provides the following services:
- Supervision through the Global Positioning System monitoring program
  - Interviewing and identifying victims of DMST

This unit works closely with the Inter-Agency Services Unit when dealing with children identified as DMST victims.

- Inter-Agency Services Unit:**  
Provides a variety of services and supervision levels to children and families to include children pending court, on deferred prosecution or probation and certain children removed from the home and placed in a residential facility. The unit also:
- Processes runaway referrals
  - Processes and supervises children in temporary/permanent managing conservatorship of TDFPS to include children accepted into the 436th Crossover Court
  - Processes and supervises children identified as DMST victims to include children accepted into the 386th Restore Court

The unit works closely with the Gang Unit, Child Safe and TDFPS.

- Substance Abuse Services Program Development:**  
The coordinator evaluates and addresses substance abuse service needs within the department and the community (local and statewide). In addition, the coordinator oversees a Licensed Chemical Dependency Counselor for children in institutions and provides consultations for specialty courts that specialize in substance abuse issues.

- Project Management & Enrichment Unit:**  
Provides management of department wide initiatives as well as oversight and development of enrichment programs to include:
- CHAPS (Children and Horses Always Produce Success) Equine Assisted Therapy and Activity program
  - Contracts with community based enrichment service providers
  - Seasonal enrichment programs for children in the community and institution

**Challenge Services Program:**  
Provides children with experiential learning exercises to promote personal growth and increase interpersonal skills development.

**Parent Project Unit:**  
Provides a quarterly, evidence-based, nine week parenting education class to parents of children under the department's supervision.

**Volunteer Services Unit:**  
Provides opportunities for individuals interested in volunteering with the department. Opportunities include supporting the functions of staff and programs but also direct interaction with children through the mentoring program.

- Internship Program:**  
Provides unique learning opportunities with significant “hands-on” experience for undergraduate and graduate students from local colleges and universities.
- School Liaison Unit:**  
The manager fosters positive working relationships with local school districts, assists with school transitions and supports school-based officers. In addition, the unit provides the following programs:
- Project Connect: Early intervention and prevention services for children experiencing truancy but have no formal referral to the department
  - Employment and Educational Guidance: Assists children in pursuing continued education and employment, oversees the in-house GED program
  - Juvenile Justice Academy (JJA) provides educational services to children who are expelled from any of the sixteen school districts around Bexar County



## HIGHLIGHTS

2016 Highlights include:

- » Child Safe trained the Inter-Agency Services and Gang Units to administer the Commercial Sexual Exploitation-Identification Tool which assists staff in identifying risk factors for DMST.
- » Substance Abuse Services Program Development began working with Alliance for Adolescent Recovery and Treatment on a 5 year Substance Abuse and Mental Health Services Administration grant to identify gaps and needs in adolescent substance abuse treatment as well as ways to improve services.
- » Partners for Youth obtained a \$100,000 grant from Impact San Antonio for the construction of hiking and equestrian trails for children involved in the Enrichment Unit programs.
- » Volunteer Services Unit entered into an agreement with Youth for Christ where volunteers from Grace Point Church will provide mentoring services to children.
- » Internship Unit began providing internship opportunities to students that live in San Antonio but attend schools located outside of the County.
- » For the second year, the School Liaison Unit coordinated the “Do the Write Thing” essay contest and award celebration for middle school students who write about the impact of violence on their daily lives.

“Thank you to everyone who worked with me...for always knowing what I needed even when I didn’t.” –CHILD



# Mental Health Division

The services provided by the Mental Health Division are specialized, intensive and focused on addressing children’s mental health and emotional needs. Core services include the following: intensive case management and supervision of children who have mental health issues, have referrals that are sexual in nature or that have been removed from the community; mental health and social assessments; psychological evaluations; consultations on cases; individual and group counseling sessions; and support in connecting children and families to specialized community based resources.

**Intensive Clinical Services (ICS):**

Provides intensive supervision, in-home counseling and mental health case management to children with a history mental health issues and their families through three specialized programs:

- Special Needs Diversionary Program
- 386<sup>th</sup> Crossroads Court, a girls’ mental health court
- 289<sup>th</sup> MIND Court (Males In Need of Direction), a boys’ mental health court

Additionally, the unit collaborates with the Center for Health Care Services, BCFS Health and Human Services and Southwest Keys Program (SWK) in the provision of services and case management.

**Sex Offenses Intervention Unit (SOIU):**

Provides services to children who have referrals that are sexual in nature to include: services to children pending court; supervision of children on deferred prosecution or probation; supervision of children placed in residential treatment; and aftercare services upon a child’s return to the community. The unit is knowledgeable in the following:

- State sex offender registration laws
- DNA sampling
- Polygraph requirements
- Therapeutic treatment for sex offenders

**Residential Contract Care:**

Provides supervision of children removed from the home and placed in long term residential facilities as well as intensive aftercare services upon a child’s return to the community. The contracted facilities are located in Texas and throughout the United States. The unit also manages the following:

- Emergency shelter beds
- Contracts with residential facilities
- Facilitates meetings to discuss appropriate placements for children removed from the home

**Krier Residential Services Unit:**

Provides supervision to children removed from the home and placed at the Cyndi Taylor Krier Juvenile Correctional Treatment Center (Krier Center) in Bexar County as well as intensive aftercare services upon a child’s return to the community. While children are housed at the Krier Center, the probation officers work closely with a multi-disciplinary team managing each child’s treatment and progress.

“I view my role as an opportunity to provide encouragement, hope and inspiration where none may exist.” —PROBATION OFFICER

“Seeing what these kids go through and how resilient they are is a constant reminder that we can all help each other and overcome pretty much anything.” —PROBATION OFFICER

**Mental Health Assessment and Triage Unit (MHAT):**

Services are provided by doctoral level students who are part of a residency program accredited through the American Psychological Association. Services are provided to children in institutions and to children who reside in the community. Residents commit to the program for one year (July to June) and provide the following:

- Individual and group therapy sessions
- Psychological evaluation
- Training for all department staff
- Consultations with probation officers for treatment recommendations

**Stabilization, Treatment and Evaluation Process Unit (STEP):**

Provides interventions and services to children being considered for removal from the home by the juvenile courts. Services are provided by doctoral level clinicians to children in institutions. The goal is to stabilize and assess children by providing short term counseling, psychological evaluations and mental health assessments which guide treatment and disposition recommendations specific to each child and family’s needs.

**Mental Health Transition Services:**

The coordinator acts as liaison with department staff to provide clinical feedback regarding children in institutions as well as coordinate psychiatric services from institutions and residential facilities upon release back into the community.

## HIGHLIGHTS

2016 Highlights include:

- » The 386<sup>th</sup> Crossroads Court received the 2016 National Criminal Justice Association Outstanding Criminal Justice Program award for the Western Region. A probation officer from the ICS Unit works closely with BCFS Health and Human Services to provide intensive services to the children in Crossroads Court.
- » The 289<sup>th</sup> MIND Court was created with Judge Daphne Previti Austin at the helm. A probation officer from the ICS Unit works closely with SWK to provide intensive services to the children in MIND Court.
- » The SOIU supervisor was appointed by the governor’s office to serve on the Task Force on Improving Outcomes for Juveniles Adjudicated of Sexual Offenses. The task force was created to provide recommendations to the Texas legislature on issues related to the treatment and registration of juveniles charged with sexual offenses.
- » The SWK Program began a grant funded program called “Un Puente al Hogar “(A Bridge Home) which supports the successful transition of medium-to-high-risk children from the Krier Center back to their communities while reducing their rate of recidivism.

## DEPARTMENT STATS

AVERAGE DAILY POPULATION IN JDC	AVERAGE DAILY POPULATION AT KRIER CENTER	AVERAGE DAILY POPULATION IN CONTRACT CARE FACILITIES	AVERAGE WEEKEND POPULATION AT WEP
104	61	25	8



# Institutions Division

The Institutions Division oversees the daily operations, staffing of positions, and the direct care, safety and security of the children residing in the three secure facilities operated by the department. This division collaborates with the University Health System for medical, dental and psychiatric services, the San Antonio and East Central Independent School Districts for education services as well as the STEP Unit, the MHAT Unit and the Institutions Clinical Services Division for counseling and support services. Additionally, a variety of enrichment and recreational activities are provided to children in the three facilities.

**Juvenile Detention Center (JDC):**

JDC is a pre-adjudication facility that temporarily houses children who have been referred for an offense and have met specific statutory criteria for detention. JDC offers children the following specialized programs and services:

- **Special Needs Unit (SNU)**– developed to support residents that have difficulty adapting to standard programming due to mental, emotional and/or physical health needs. Children receive individualized, intensive services
- **Resident Support Program (RSP)** – developed in 2016 to support residents who struggle with behavior management and to reduce the use of seclusion and isolation for these children. Children receive intensive services and are encouraged to process through the events that resulted in removal from standard programming

**Mission Road Center (MRC):**

MRC is a post-adjudication facility that houses the Week-end Program (WEP). WEP provides brief stabilization and intensive programming for children over the course of 4 consecutive weekends. Children reside at home and attend school as well as other programs during the weekdays. Additionally, WEP staff conduct a comprehensive in-home assessment along with a school visit on each child.

**Cyndi Taylor Krier Juvenile Correctional Treatment Center (Krier Center):**

The Krier Center is a secure, long term post-adjudication facility that houses children who have been found delinquent and meet statutory criteria for removal from the home.

- 96 bed capacity with 4 separate units, each unit with a unique treatment and rehabilitative focus
- Progress through the program is managed by multidisciplinary treatment team model which develops individualized treatment plans to address the unique needs of each child and his/her family

**Transportation Unit:**

Manages the movement of children within and between facilities to include: the three juvenile courts; off-site medical appointments; the Texas Juvenile Justice Department (TJJD); and transporting children to and from airports and bus depots if children are traveling across state or county lines.

“Being away from my child, I feel like it brought our family closer. Staff reminded me that we were not the only ones and that I am doing ok.” –PARENT



CHAPS PROGRAM  
GROOMING OF HORSES

## DEPARTMENT STATS

The majority of mental health and clinical services offered to children and families are provided by community based agencies and contracted agencies. However, the STEP Unit, MHAT Unit and the Institutions Clinical Services Division provide a significant amount of direct services to children and families. The majority of these services are provided in institutions with MHAT also providing services to community based children. Additionally, the CHAPS Program provides equine assisted psychotherapy to children in institutions.

**Psychological evaluations and assessments:**



**MHAT worked with 436 children:**



**JDC provided:**



**WEP provided:**



**Children at Krier received:**





# Institutions Clinical Services Division

The Institutions Clinical Services Division provides direct clinical support and services to the children who reside in the three secure facilities operated by the Institutions Division. Services are provided by Licensed Master and Doctoral level clinicians. Additionally, this division provides coaching and training to juvenile supervision officers in institutions as well as assistance in developing, guiding and overseeing programming within each facility.

**Juvenile Detention Center:**

In 2016, a licensed clinician was hired to provide clinical services for children as well as consultation for staff and program development for the SNU and RSP programs within the JDC facility. The clinician addresses the individualized needs of children in the RSP and those struggling with general expectations. The STEP and MHAT Unit also provide services to children in JDC. Clinical services provided include:

- Individual counseling and check-ins
- Group counseling sessions
- Behavioral assessments and management plans
- Facilitation of process groups and specialized Repairing Harm Circles

**Weekend Program:**

Provides clinical services to children enrolled in WEP and support for parents and guardians. Clinical services are provided by MHAT staff and a licensed clinician assigned to WEP. Clinical services provided include:

- Individual and group counseling
- Psychological evaluations and mental health assessment
- In-depth family assessment
- Facilitation of family groups
- Behavioral assessment surveys

**Krier Residential Clinical Services:**

Provides intensive clinical services and support to children and their families throughout the child's term in placement. Each unit has two licensed clinicians assigned to work with children. Clinical services provided include:

- Weekly intensive individual and group counseling services
- Ongoing assessment for psychiatric referral and follow-up
- Bi-weekly family therapy services and monthly parent support groups

Additionally, the Krier Residential Clinical Services clinicians participate in and co-facilitate the weekly multi-disciplinary team meetings which guide a child's treatment while in placement.

**HIGHLIGHTS**

In 2016, the Institutions and Institutions Clinical Services Division continued on a journey to fully implement behavior management approaches that effectively promote positive change in children. Using a multi-disciplinary, multi-level approach, the two divisions achieved the following:

» Integration of Positive Behavioral Interventions & Supports (PBIS) concepts in institutions. PBIS is an evidence based intervention approach that focuses primarily on preventative and proactive interventions to support and encourage positive behavioral choices among children. As a result, institutions saw significant decreases in the use of seclusion and restraints in facilities:

- » JDC saw a 52% seclusion reduction and a 24% reduction in restraints from 2015 to 2016
- » The Krier Center saw a 24% seclusion reduction from 2015 to 2016
- » The WEP continued to be a restraint and seclusion free facility with no seclusions or restraints during 2016

**Additional strides in the realm of PBIS include:**

- » Implementation of RSP at JDC and the Krier Center
- » Increase in intramural sports and structured recreational activities to provide positive physical outlets
- » Increase in the variety of enrichment activities to include equine assisted psychotherapy and activities, arts and crafts, creative writing workshops and exposure to therapy animals
- » Creation of a Krier Center Youth Advisory Council to provide children with a constructive voice
- » Implementation of an employee of the month program

» Integration of Restorative Discipline concepts in institutions. Restorative Discipline or Practices focuses on developing, fostering and repairing relationships to reduce interpersonal conflicts which is often the source of disruptive behavior in children. It offers the opportunity for affected parties to have a voice, for the offender to learn how his/her actions impacted others and offers resolutions.

Two restorative discipline concepts implemented in institutions have been:

Community Building Groups – lead by a counselor or juvenile supervision officer, these groups are held with children who reside together in a unit.

Repairing Harm Circles – led by a facilitator in response to conflicts between children or between children and staff.

**REPAIRING HARM**

(fictitious names are used):

Samuel was involved in a conflict initiated by Chris. As a result, Chris was temporarily removed from the residential unit where they both resided with several other young men. When the time arrived for Chris to return to the unit, all the young men and the juvenile supervision officers were concerned about additional conflicts. A Repairing Harm Circle was held with Chris and Samuel along with their counselors, residential supervision officers and a circle facilitator. On a later date, Samuel was the aggressor in a conflict with another young man, Carl. A second Repairing Harm Circle was conducted. As Carl described how he was feeling and thinking during the conflict, Samuel made some empathetic connections between his own experience with Chris and how Carl must have felt. As a result, Samuel began to make strides in individual and family therapy, accepted responsibility for his past actions and made a commitment to not harm others in the future. Moving forward, there were no more conflicts between these three boys. The time and energy taken to carefully facilitate a Repairing Harm Circle turned out to be an effective investment, resulting in individual self-awareness and empathy skills for the participants as well as greater safety and security for all.







# Administrative Services Division

The Administrative Services Division provides support and structure for all divisions within the department to ensure effective daily operations. The core functions of this division are varied but include the following: human resources; training and staff development; collection and processing of fees; record maintenance; clerical services; procurement of supplies; and the entire budgeting process.

**Human Resources:**

Supports the department and its employees by providing services that promote the department’s mission, support each division and assist employees in achieving their goals. The Human Resource Office is responsible for the following:

- **Recruitment, Hiring & Orientation:** the process of attracting, screening, and selecting qualified people for a position and processing the selected applicant for hire
- **Employee Relations:** provides direction and oversight for a variety of employment matters and programs to include the interpretation and implementation of policies and employment laws
- **Total Compensation.** The term “total compensation” is used to describe not only salary and wages, but also all the plans and programs available to Department employees that make up an employee’s compensation

In 2016 Human Resources accomplished the following:

312

applicants processed for pre-employment

104

transfers/reassignments/promotions processed

169

new hires processed

**Accreditation and Training Unit:**

Performs numerous functions to ensure department staff is properly trained, educated and well informed regarding matters affecting their varied roles:

- Supports staff in obtaining and maintaining state certifications to include processing of applications
- Provides in-house training programs and educational videos to build staff knowledge and skills as well as inform clients
- Coordinates the use of various trainers from outside agencies

In 2016 Accreditation and Training accomplished the following:

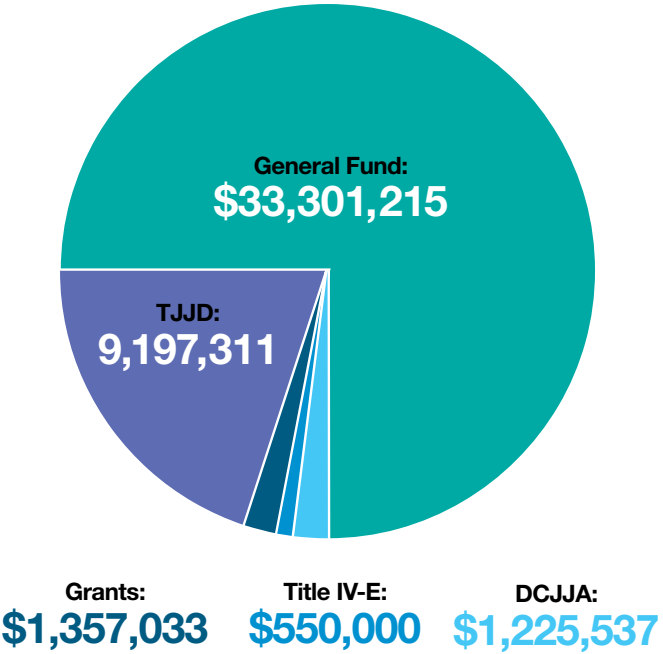
33,838

hours of in-house training provided

331

initial certifications and re-certifications processed.

“I feel many of the children we serve are lost and want to be found. I feel that is where I come in to try to provide children with tools and provide parents the education to not give up.” —PROBATION OFFICER



BUDGET:  
**\$45,631,096**

**Fiscal Office:**

Manages the department’s financial resources and oversees daily expenditures at all levels within the department to ensure responsible, efficient and effective use of these resources. In addition to financial operations, the office is responsible for the following: cost forecasting; budget preparation; project management; procurement & acquisition operations; equipment & inventory management; security and facilities management; and technology services for the department.

**Reimbursement Office:**

Responsible for obtaining federal, state, and local reimbursements for approved services as well as the processing of all juvenile fees. The office participates in the following programs:

- TJJD Grant P - Juvenile Justice Alternative Education Program Reimbursement
- Office of the Attorney General Title IV-D Community Supervision Program
- Texas Department of Agriculture National School Lunch Program
- TJJD Grant E - Title IV-E Federal Foster Care Reimbursement Program
- Social Security Administration Representative Payee Program

Additionally the office maintains the TJJD Juvenile Medicaid Tracker database which ensures each child released from placement is assessed for Medicaid and/or Children’s Health Insurance Program eligibility to prevent coverage gaps.

In 2016 the Reimbursement Office accomplished the following:

\$122,644

juvenile fees collected

73.1%

percentage of juvenile fees collected that were applied to Crime Victims Compensation

\$2,215,324

total amount generated from the various programs.

**Records Unit:**

Responsible for case file management to include:

- Maintaining all closed, merged and inactive probation case files, records destruction and sealing of records
- Background record checks
- Preparing commitment packets for the TJJD
- Mail distribution and switchboard operations

In 2016 the Records Unit accomplished the following:

12,488

customers assisted at Tejada and Mireles Buildings

2,992

restricted access orders processed on juvenile case files and JJIS records

1,012

Background record checks completed on children for outside agencies

104

juvenile records sealed



# General Counsel

In addition to serving as legal advisor to the department, the General Counsel is responsible for the Contracts & Grants Office, whose mission is to support and facilitate the department’s programs and services. To this end, it handles all aspects of the department’s grant program, as well as contract preparation, processing and management. In 2016, this office:

- Submitted 15 grant applications that resulted in \$954,918 in awards
- Prepared 64 grant reports
- Drafted 38 contracts/amendments, including templates for inter-local placements and for professional telecounseling services to the Central Texas Region, and 31 memoranda of understanding
- Modified department’s residential contracts to bring them in compliance with state standards and federal regulations
- Collected surveys of sexual victimization or legal exemption from department’s 38 residential service providers as required by federal regulations
- Facilitated in-house background searches on service provider staff and completed searches on 239 staff
- Monitored all 114 department contracts as to conformance with state standards and federal regulations.

# Standards Compliance & Investigations Unit

The Standards Compliance & Investigations Unit provides agency-wide assistance to staff to ensure compliance with department, state and federal guidelines and that quality services are provided to the Bexar County community. This mission is accomplished through:

- Review of department policy, procedures and practices
- Regular internal standards audits and recommendations for corrective actions
- Serving as liaison to outside agencies on standards compliance matters
- Providing departmental training and technical assistance on compliance issues
- Providing departmental training on identifying and reporting abuse, neglect and exploitation
- Investigation of allegations of abuse, neglect and exploitation, conducting other internal investigations, and reviewing Serious Incidents
- Maintaining/tracking statistical data pertaining to investigations

The unit was instrumental in working with the various departmental components in preparing for and facilitating the agency’s inaugural Department of Justice Prison Rape Elimination Act (PREA) Standards Audit in January 2016; the final report was received in June 2016, recognizing the department’s achievement in complying with all 41 PREA standards requirements.

- The unit also assisted in four successful Texas Juvenile Justice Department (TJJD) compliance monitoring visits regarding the following State standards:
- Pre-Adjudication Detention Facilities Standards
  - Krier Center Post-Adjudication Correctional Facilities Standards
  - Mission Road Center Post-Adjudication Correctional Facilities Standards
  - Employment, Certification and Training Standards

For calendar year 2016, the Standards Compliance & Investigations Unit conducted a total of 95 investigations involving allegations of abuse, neglect or exploitation and 45 internal investigations.

# Information Resources Unit

The overarching goal of the Information Unit is to support timely and well-informed decision making at all levels of the Department. The unit focuses on minimizing time spent at computers entering or retrieving information in order to maximize the time available for direct work with children and families. Additionally, the unit serves as the liaison to Bexar County Information Technology as well as a one-stop-shop for technical support and data reporting. The Information Unit supports the department in three major categories:

## Desktop computing and customer support

- Setup and maintenance of desktop computers
- Installation and assistance with automation, desktop and mainframe software
- Troubleshooting, training and technical assistance

## Systems access, management and development

- Establishes user access, client profiles and permissions
- Maintains, manages and updates internal information systems to include: Juvenile Justice Information System (JJIS); Dashboards; department Internet and Intranet; and Child Support Probation
- Maintains, manages and updates vendor systems to include Noble and LiveScan

## Information management, analysis and reporting

- Reports pertinent data to regulatory agencies to include TJJD and Department of Public Service
- Provides recurring reports such as Case Management and Caseload Reports, Trend Reports, Detention Population and commitments to TJJD
- Provides on-demand analytical reports to assist with administrative planning, grant applications, program development and research projects

## HIGHLIGHTS

2016 Highlights include:

- » Developed and deployed a Supervisor and Administration Dashboards which provides pertinent data to supervisors for case-carrying units as well as the department’s administration.
- » Dashboards combined averaged over 15,000 hits each month and continued to provide on-demand data to staff at all levels of the department.
- » Updated JJIS in response to major regulatory changes affecting how the department collects and reports Mental Health data.
- » The unit averaged approximately 300 password resets and 350 purge requests as well as other technology support requests for the Department’s 700 computers.

“Approaching our work with a positive mental attitude and acknowledging every little bit of progress on behalf of our clients, their families and our staff reinforces the notion that success is within everyone’s reach, especially when those around you encourage you.” —SUPERVISOR



# POINTS ALONG A JOURNEY: ASSESSING A CHILD

A wide variety of validated assessment and measurement tools are used throughout a child’s journey with our department. These assessment tools provide staff with critical information and insight regarding each individual child in order to guide interventions, programming and treatment. Below is a partial list of assessments and measurement tools used by the department. This list is not comprehensive but rather a snapshot of tools used.

INTAKE UNIT:

- MAYSI-2 – Massachusetts Youth Screening Instrument
- CUPIT – Cannabis Use Problems Identification Test
- PACT – Positive Achievement Change Tool

JUVENILE PROBATION OFFICERS:

- MAYSI-2 – Massachusetts Youth Screening Instrument
- PACT – Positive Achievement Change Tool
- CSE-IT – Commercial Sexual Exploitation Identification Tool

MENTAL HEALTH & CLINICAL SERVICES:

(MHAT, STEP, INSTITUTIONS CLINICAL SERVICES)

Risk Identification

- AADIS - Adolescent Alcohol and Drug Involvement Scale
- AARS – Adolescent Anger Rating Scale
- CTQ – Childhood Trauma Questionnaire
- FAVT-A – Firestone Assessment of Violent Thoughts – Adolescents
- JI-R – Jesness Inventory Revised
- J-SOAP-II – Juvenile Sex Offender Assessment Protocol

- TOPS 2 – Test of Problem Solving for Adolescents
- TSCC – Trauma Symptom Checklist for Children
- Vineland Adaptive Behavior Scales
- WCST-64 - Wisconsin Card Sorting Test

IQ/Achievement

- WASI II – Wechsler Abbreviated Scale of Intelligence
- WISC 5 – Wechsler Intelligence Scale for Children
- KBIT-2 – Kaufman Brief Intelligence Test
- TONI-4 - Test of Non-Verbal Intelligence
- WIAT-2 – Wechsler Individual Achievement Test
- WRAT 4 – Wide Range of Achievement Test
- TORC 4 – Test of Reading Comprehension

Current Functioning

- BASC 2 - Behavior Assessment System for Children
- Bloom Sentence Completion Survey – Student
- BRIEF - Behavior Rating Inventory of Executive Function
- BYI - Beck Youth Inventory
- CDI-2 - Children’s Depression Inventory
- CVLT-C – California Verbal Learning Test – Children’s Version
- D-KEFS – Delis Kaplan Executive Function System
- MACI – Millon Adolescent Clinical Inventory
- MSE – Mental Status Exam
- NEPSY II – A Development NEuroPSYchological Assessment
- PAI-A – Personality Assessment Inventory – Adolescent
- PRQ – Parenting Relationship Questionnaire
- Resiliency Scales for Children & Adolescents
- TAT – Thematic Apperception Test
- TEMAS - Tell Me A Story



# Excellence Awards

CHIEF AWARD

JUVENILE SUPERVISION OFFICER OF THE YEAR  
John Nelson

JUVENILE PROBATION OFFICER OF THE YEAR  
James Mireles

INSTITUTIONS DIVISION

RESIDENTIAL TREATMENT OFFICER OF THE YEAR  
Charlie Unit.....William Lambert  
Delta Unit.....Ricardo Torres  
Echo Unit.....Patrick Montellano  
Fox Unit.....Damary Hurst  
Third Shift.....Ernest Garcia

EMPLOYEE EXCELLENCE AWARD- SUPPORT STAFF  
Krier Center.....John Velez

DETENTION CENTER OFFICER OF THE YEAR  
First Shift.....Crystal Alfrido  
Second Shift.....Alex Pinete  
Swing Shift.....David Vara  
Third Shift.....John Schmueckle

TRANSPORTATION UNIT OFFICER OF THE YEAR  
Roberto Ibarra

EMPLOYEE EXCELLENCE AWARD - SUPPORT STAFF  
Detention Center.....Elaine Mireles

EMPLOYEE EXCELLENCE AWARD INSTITUTIONS  
SUPERVISOR OF THE YEAR  
Anna Collazo

RESIDENTIAL TREATMENT OFFICER OF THE YEAR  
- WEEKEND PROGRAM  
Brandolyn Hunter

INSTITUTIONS DIVISION EXCELLENCE IN PBIS AWARD  
James Davis

FIELD PROBATION & COURT SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD  
Child Support Unit.....Clotia McCrory  
CSR Unit.....Joseph Medellin  
Northwest Unit.....Keith Lawson  
Northeast Unit.....Daniel Anderson  
Central Unit.....Abed Subhi-Qirem  
Central West Unit.....Aaron Anaya  
Westside Unit.....Olga Holguin  
Southside Unit.....Sarah Perez  
Court North Unit.....Kimberly Thomas  
Court South Unit.....Dana Wilson  
Eastside Unit.....Denise L. Cortes  
Intake Unit.....Patrick Dominguez

SUPERVISOR OF THE YEAR  
Elizabeth Martinez

CROSS DIVISIONAL COLLABORATION AWARD  
Cody Kavanaugh

MENTAL HEALTH SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD  
Krier Residential Services Unit.....Elizabeth Davis  
Contract Care Residential Services Unit.....Johnnie J. Garcia  
Sex Offense Intervention Unit.....Armando Cortez  
Intensive Clinical Services Unit.....Jaime Campos

COMMITMENT TO CHILDREN & FAMILIES AWARD  
Tamara Wible

TEAM PLAYER AWARD  
Cynthia Hernandez

SUPERVISOR OF THE YEAR  
Cory Schlepp

INTERVENTION & EDUCATION SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD  
Interagency Services Unit.....Mario Holguin  
School Liaison Unit.....Fabian Guebara  
Post Adjudication Substance Abuse Unit.....Joseph Adams  
Enrichment/Project Management Unit.....Anna Szyzkiewicz  
Substance Abuse & Family Enrichment Unit.....Christina Medellin  
Gang Unit.....Racheal Dailey

ACHIEVEMENT-CHARACTER-EXCELLENCE AWARD  
Gilbert Hernandez

STAR AWARD  
Cassandra Brooks

SUPERVISOR OF THE YEAR  
Theresa Scheets

GENERAL COUNSEL OFFICE

EMPLOYEE EXCELLENCE AWARD  
Erin Barry

INFORMATION RESOURCE UNIT

EXCELLENCE IN TEAMWORK  
Christopher Brown  
Jacqueline Munoz  
Jorge Velazquez

INSTITUTIONS CLINICAL SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD  
Leticia Willson

PBIS EXCELLENCE AWARD  
Ashley Powell  
Jayme Lyon

ADMINISTRATIVE SERVICES DIVISION

CUSTOMER SERVICE AWARD  
Amy Dill

EMPLOYEE OF THE YEAR AWARD  
Lisa Tesitor



# Service Awards

## 5 YEARS OF SERVICE

EMPLOYEE	DIVISION
Brown, Christopher	Information Resource Unit
Caballero, Christi	Education & Intervention Services
Dill, Amy	Administrative Services
Fernandez, Steve	Institutions
Gonzalez, Eric	Education & Intervention Services
Hill-Zanoni, LaJuana	Education & Intervention Services
Martin, Natasha	Field Probation & Court Services
Martinez, John	Field Probation & Court Services
Navarro, Tanya	Field Probation & Court Services
Tapia, Charlotte	Institutions

## 10 YEARS OF SERVICE

EMPLOYEE	DIVISION
Ayala, Melissa	Field Probation & Court Services
Barron, Celinda	Field Probation & Court Services
Brown, Anna	Field Probation & Court Services
Cortez, Armando	Mental Health Services
Franklin, Quincy	Institutions
Garcia, Leticia	Institutions
Juarez, Rogelio	Institutions
Lopez, Monica	Field Probation & Court Services
Lozano, Lisa	Field Probation & Court Services
Martin, Rosa	Administrative Services
Martinez, Paula	Mental Health Services
Meza, Cesar	Institutions
Mireles, Elaine	Institutions
Northup, Scott	Institutions
Ramos, Michael	Institutions
Salinas, Patricia	Field Probation & Court Services
Schwartz, Dori	Field Probation & Court Services
Valdez, Elma	Institutions
Vela, Emanuel	Education & Intervention Services
Wible, Tamara	Mental Health Services
Wilson, Dana	Field Probation & Court Services
Wilson, Julia	Institutions

## 15 YEARS OF SERVICE

EMPLOYEE	DIVISION
Clark, Cassandra	Field Probation & Court Services
Giles, Preston	Institutions
Lerma, Steven	Field Probation & Court Services
Maloukis, Stratis	Information Resource Unit
Morris, Leon	Institutions
Parker, Taurus	Education & Intervention Services
Priestly, Nejuana	Institutions
Rincon, Roel	Institutions
Robinson, Olivia	Institutions
Sanchez, Anthony	Institutions
Sanchez, Samuel	Institutions
Sprague, Valerie	Administrative Services
Von Stultz, Jeannine	Administrative Services
Zapata, Jay	Institutions

## 20 YEARS OF SERVICE

EMPLOYEE	DIVISION
Almaguer, Ralph	Field Probation & Court Services
Altman, Marjorie	Mental Health Services
Alvarado, Ronald	Administrative Services
Aleman, Arlene	Institutions
Duck, Thomas	Institutions
Jopling, Tanya	Education & Intervention Services
Martinez, Mario	Institutions
Nanes, Jonathan	Administrative Services
O'Carroll, Michael	Institutions
Reyna, Carmen	Field Probation & Court Services
Schlepp, Cory	Mental Health Services
Stanton, Terrance	Administrative Services
Yansky, Debra	Administrative Services

## 25 YEARS OF SERVICE

EMPLOYEE	DIVISION
Maldonado, Elisa	Administrative Services
Stafford, Elizabeth	Institutions

## 30 YEARS OF SERVICE

EMPLOYEE	DIVISION
Johnson, Karl	Administrative Services

## 35 YEARS OF SERVICE

EMPLOYEE	DIVISION
Tony Martinez	Administrative Services
Johnnie Garcia	Mental Health Services

## 40 YEARS OF SERVICE

EMPLOYEE	DIVISION
Lee Harris	Field Probation & Court Services

ROPES CHALLENGE COURSE  
HIGH ELEMENTS

“...we get stuck in our situations right? Because that’s what we see and, it looks big but when you look past it, it’s just a small situation.” —CHILD

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**IN MEMORY OF**

We remember our co-workers  
who passed away in 2016.  
May their memory be a blessing  
to those who knew and loved them.

**DON WILSON**

3rd Shift Supervisor – JDC  
February 24, 1954 – August 28, 2016

**IRENE RAMOS**

Intensive Clinical Services Supervisor  
November 27, 1961 - May 26, 2016

**IN HONOR OF**

We wish to thank our fellow  
co-workers who retired in 2016:

**WYNELL NEALY**

Family Support Services  
13 years of service

**ROSE DISCH**

Standards Compliance  
20 years of service

**CARLOS HERNANDEZ**

Krier 1st Shift  
22 years of service



**Andy Mireles Juvenile Probation Center**

301 East Mitchell, San Antonio, Texas 78210