



STRENGTH



**Enhancing Our
Foundation**



BEXAR COUNTY JUVENILE PROBATION DEPARTMENT 2017 ANNUAL REPORT

ANDY MIRELES JUVENILE
PROBATION CENTER



SUMMER SPORTS
PROGRAM



JUVENILE DETENTION
CENTER STAFF

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THE CONCEPT OF STRENGTH HAS MULTIPLE MEANINGS AND MANIFESTS ITSELF IN A VARIETY OF WAYS.

In one sense, strength is a state or condition of being firm, stable and solid. It pertains to inherent assets or attributes that are foundational and constant. Strength has the power to resist opposing forces. As a result, it has the capacity to withstand and endure over time.

Strength can be applied to an individual, a group or a larger system. For the children and families we serve, strength in the juvenile justice system presents as a variety of services designed to address risks and meet needs in a balanced manner that offers both compassion and accountability, while at the same time fostering healthy relationships that validate their experiences. It also provides children and families with new perspectives to help identify and develop untapped abilities and interests. For staff, this strength provides tool and skills to effectively guide and coach children in a positive direction. It empowers staff to make better decisions, which fosters their intrinsic motivation and commitment to excellence

over time. For partnering agencies, strength means open communication, effective collaboration and innovative programming to address social issues. For the department, strength emanates from a robust and durable foundation built on core values, working relationships and a juvenile justice system committed to providing exceptional services. Taken together, these strengths can transform the lives of the children and families served by the department as well as the larger community surrounding us.

In 2017, the department focused on enhancing its foundation to create an environment where collective strength propels us further into the cutting edge of this field. Attributes such as staff training and development, the recognition of positive actions and efforts, honing in on evidence based practices, the enhancement of existing collaborations and services, and the implementation of new programming are a few of the foundational aspects highlighted in this report.

MISSION STATEMENT

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

VISION STATEMENT

WE WILL...

embody inspired leadership dedicated to improving the lives of children and their families.

respond to the changing needs of children through a passionate, highly trained, dynamic workforce and community partnerships.

create innovative programs and shape services to meet the demands of a continually changing environment.

CORE VALUES

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

Integrity
Compassion
Collaboration

Adaptability
Empowerment

GUIDING PRINCIPLES

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

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

Chief Lynne Wilkerson

“Success is achieved by developing our strengths, not by eliminating our weaknesses.” —MARILYN VON SAVANT

As I look back at 2017, two core concepts come frequently to mind – Positive Youth Development and healthy relationships. Both are strength based approaches to improve outcomes for justice-involved children.

Positive Youth Development is an intentional, pro-social approach that engages children and families in a manner that is productive and constructive. It focuses on each individual child’s development and not just on that child’s problems or deficits. It recognizes and enhances inner strengths and existing capabilities; it provides safe opportunities for children to own experiences, make decisions, take risks and grow from those experiences.

Sometimes it is difficult to conceptualize Positive Youth Development in a juvenile justice setting, as this pushes against traditional norms. However, the model balances the process of identifying and building strengths with accountability. Combining supervision and structure with coaching and support is most effective in creating safe environments where children can learn and develop skills leading to positive outcomes. Neither supervision alone, nor

support alone, is as effective as when the two approaches are combined.

Healthy relationships are an essential ingredient to a Positive Youth Development approach. Caring and supporting relationships build resiliency, and growth occurs when a child feels valued. What’s more, relationships that are developmentally appropriate between adults and children can contribute to the overall safety of our staff, work environment, and communities. Respect, trust, validation, support and accountability are key to establishing healthy relationships.

The importance of relationship to at-risk children and their families is not a new concept. We, as a juvenile justice system, have discussed the importance of relationships for years. However, as technology seemingly replaces human interaction and takes more prominent roles in our individual lives and in our society, the foundation of strong, healthy relationships becomes more and more critical to those we serve. It



LYNNE WILKERSON
CHIEF PROBATION OFFICER,
BEXAR COUNTY JUVENILE PROBATION DEPARTMENT

forms the basis of everything we do in our work with children and families.

And how we work with children is an ever-changing field. Over the past several decades, an enormous amount of research has been conducted in the field of juvenile justice to identify what works. That body of knowledge has re-shaped national, state and local policies. We now know that to protect public safety, strong juvenile justice systems need to focus on strategies grounded in research and best practices such as these two strength-based approaches.

Judge Lisa Jarrett

Although I have served as Judge of the 436th District Court since 2009, 2017 was my first year serving in the capacity of Chair of the Juvenile Board. During that year, significant positive changes occurred regarding the services and programs that our juvenile justice system and our community partners provide children and families. The creation of Centro Seguro, a 24-hour drop-in-center, will more thoroughly address the needs of runaways and exploited children. Vocational training opportunities for children in institutions will more effectively prepare children for the working world. Implementation of the 289th MIND Court for boys, along with the 289th Crossroads Court for girls will more systematically serve our children suffering from mental health issues. When fully implemented in 2018, the 386th Strive Court will provide structured services for children struggling with truancy issues. These are only a few of the initiatives that occurred in 2017, but it is through initiatives such as these that our system and services are strengthened. These initiatives also highlight the strength of our relationships with public agencies, community partners and

charitable foundations. Working together, there is greater depth and breadth of impact.

Moving forward into 2018 and beyond, I am committed to exploring avenues to expand opportunities offered to the children we serve.

A child before my bench once stated, “This is all that I am good at”. This child had been exploited by others. The challenges and difficulties she faced as she tried to change appeared insurmountable and she could not conceptualize herself in any other way. Assisting children in identifying their strengths, connecting children to opportunities to explore these strengths, providing services to address complex needs while also holding children accountable offers a healthy environment in which children can see potential for their lives. There is much more that the children we serve are “good at” than what brought them into the juvenile justice system. In order to assist these children with change and transformation, our system and our services must



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

be adaptable, innovative and effective but also practical and personal.

We have a strong juvenile justice system and strong partnerships with community agencies. I look forward to enhancing these strengths through my role of Chair of the Juvenile Board and I look forward to continued service to our community.



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 2017, Judge Previti Austin presided over the 289th MIND (Males in Need of Direction) Court which provides services to young men with identified mental health needs and the 289th Crossroads Court which provides services to young women with identified mental health needs. Judge Previti Austin served on the Advisory Board of the Alamo Youth Center, which in 2017 led to the creation of Centro Seguro, the first drop-in-center in the country for children who are victims of human trafficking. She currently serves on the Finance Council of the St. Peter Prince of the Apostles Church, as Recording Secretary for the Catholic Daughters of the Americas Court Prince of the Apostle #1787, and is an active member of Impact San Antonio.



436th District Court

JUDGE LISA JARRETT

Judge Lisa Jarrett has presided over the 436th District Court since 2009 and been Chair of the Juvenile Board since 2017. The 436th was the home of four specialty courts in 2017. 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. Restore Court serves children who have been victims of exploitation and trafficking. The Pre-Adjudication Drug Court provides services for children with emerging substance use issues. In addition to rehabilitation, these courts provide opportunity for individual responsibility and community safety.

Judge Jarrett continues to demonstrate a commitment to the children and families of Bexar County and is deeply involved in the community. Judge Jarrett serves on the board of the Texas Juvenile Justice Department, where she chairs the Security Committee. She is a member of Friends of Communities in Schools, a Fellow of the San Antonio Bar Foundation and the Texas Bar Foundation. Through her leadership, Judge Jarrett in collaboration with other partners is building a stronger and healthier community.



386th District Court

JUDGE ARCELIA TREVINO

Judge Arcelia Trevino began serving as Judge of the 386th Judicial District Court on January 1, 2017. Judge Trevino brought more than ten years of legal experience to the bench having focused on family law, criminal defense and immigration. Prior to obtaining her law degree she was involved in the education system as a certified teacher, teaching at the middle school level for several years. As Judge of the 386th, she presides over the 386th Post Adjudication Drug Court which serves children with significant substance use issues. She is also implementing and developing the 386th STRIVE (Success, Tenacity, Respect, Integrity and Victory) Court which will be fully implemented in 2018. STRIVE Court serves children experiencing truancy issues, a social and educational issue which Judge Trevino is passionate about.

“Most of us, I believe, admire strength. It’s something we tend to respect in others, desire for ourselves, and wish for our children....Real strength is neither male nor female; but it is, quite simply, one of the finest characteristics that a human being can possess.” —FRED ROGERS

2017 Commissioners Court



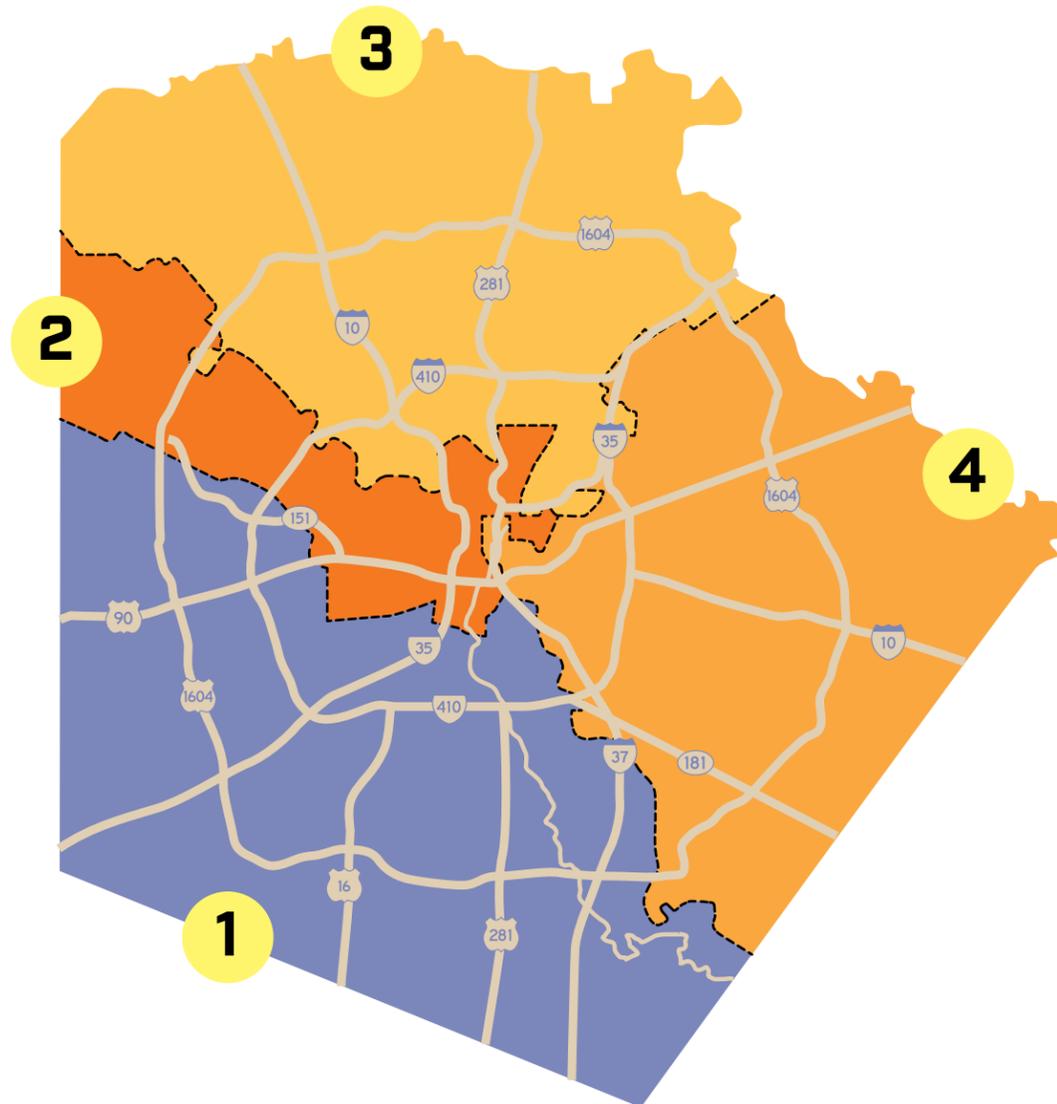
COUNTY JUDGE
Nelson W. Wolff

PRECINCT 1
Commissioner
Sergio “Chico”
Rodriguez

PRECINCT 2
Commissioner
Paul Elizondo

PRECINCT 3
Commissioner
Kevin A. Wolff

PRECINCT 4
Commissioner
Tommy Calvert



2017 Bexar County Juvenile Board



CHAIR OF THE BOARD
Judge Lisa Jarrett,
436th 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 Daphne Previti Austin,
289th District Court

Board Members

Judge Rosie Alvarado—438th Civil District Court

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 Frank J. Castro—399th Criminal District Court

Judge Steve Hilbig—187th Criminal District Court

Judge Norma Gonzales—131st Civil District Court

Judge Sid L. Harle—226th Criminal District Court

Judge Lisa Jarrett—436th Juvenile District Court

Judge Angelica Jimenez—408th Civil District Court

Judge Michael Mery—37th Civil District Court

Judge Jefferson Moore—186th Criminal District Court

Judge Kevin O’Connell—227th Criminal District Court

Judge Karen Pozza—407th Civil District Court

Judge Richard Price—285th Civil District Court

Judge Ron Rangel—379th Criminal District Court

Judge Lorina Rummel—144th Criminal District Court

Judge Peter Sakai—225th 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 Catherine Torres-Stahl—175th Criminal District Court

Judge Arcelia Trevino—386th Juvenile District Court

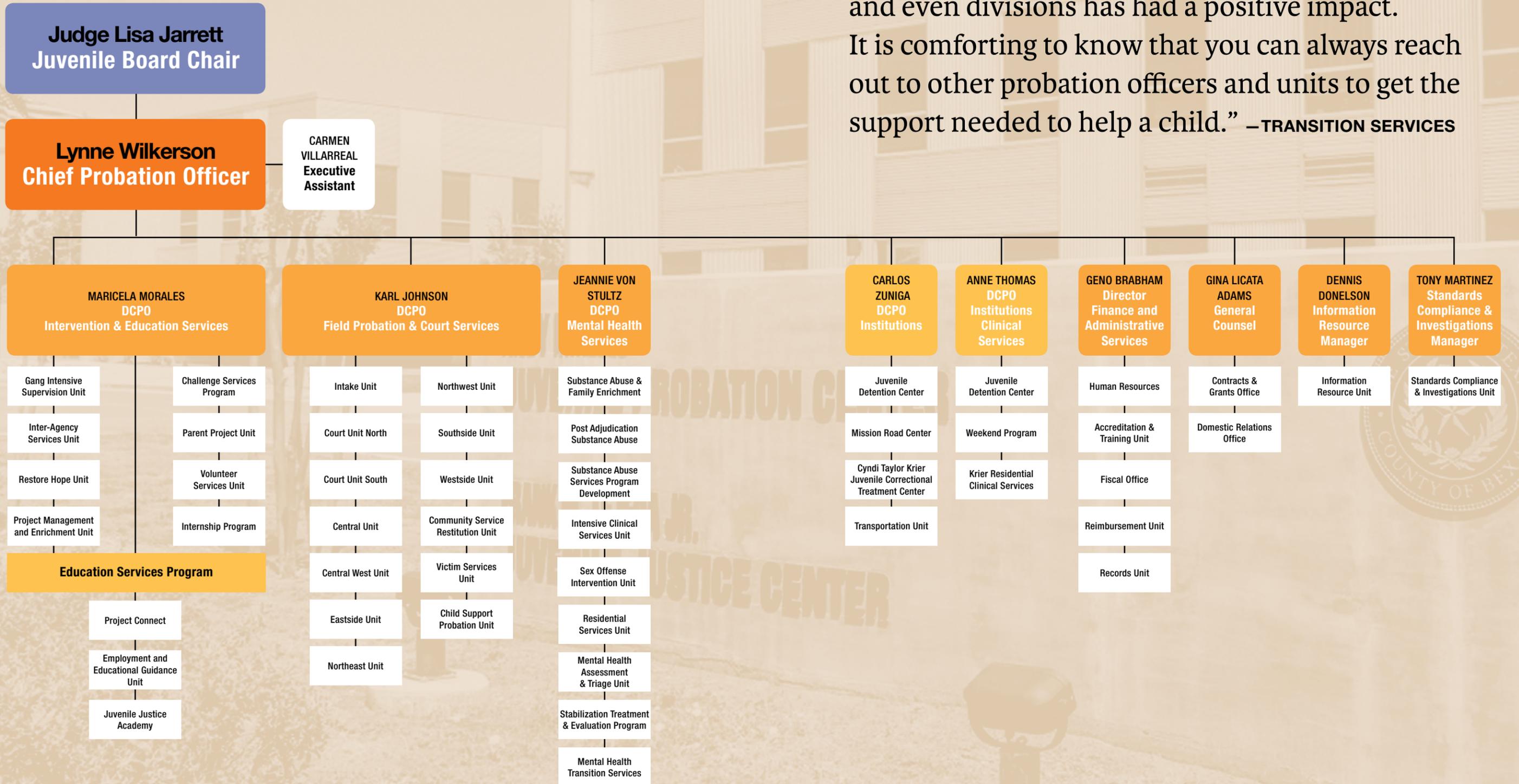
Judge Lori Valenzuela—437th Criminal District Court

Judge Stephani Walsh—45th Civil District Court

Judge Nelson Wolff—County Judge

Judge Renee A. Yanta—150th Civil District Court

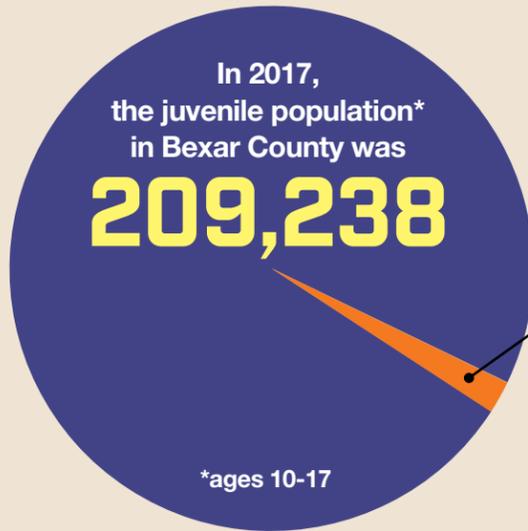
DEPARTMENT ORGANIZATION



“The collaboration effort between units, programs and even divisions has had a positive impact. It is comforting to know that you can always reach out to other probation officers and units to get the support needed to help a child.” –TRANSITION SERVICES

2017 BY THE NUMBERS

REFERRALS TO DEPARTMENT



3279

A total of 3279 individual children were referred to our department.

2%

Less than 2% of the overall juvenile population in Bexar County was referred to the department.

4394

The 3279 children generated a total of 4394 referrals to the department.

892 Felony Offenses
3419 Misdemeanor Offenses
83 CINS Offenses

.4%

Only .4% of the juvenile population was referred for a Felony offense.

COURT HEARINGS



3653

Total number of detention hearings

5063

Total number of court appearances

SUPERVISION & SERVICES

124

A total of 124 children experiencing truancy issues were provided services in an attempt to prevent these children from further involvement with our department.

849

A total of 849 referrals were diverted to community based services.

1677

A total of 1677 children were placed under the formal supervision of the department.

549

were placed on probation

1128

were placed on deferred prosecution

54,451

Contacts & community based visits:

14,057 home visits

18,872 office visits

10,988 school visits

2,251 community based program visits

2,503 placement visits

251 courtesy visits by Gang Unit

5,529 detention visits



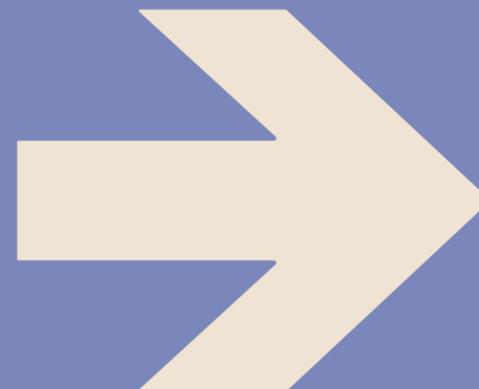
14028

drug tests administered

2017 BCJPD ANNUAL REPORT

DIVISION SUMMARIES

- Field Probation & Court Services
- Intervention & Education Services
- Mental Health Services
- Institutions
- Institutions Clinical Services
- 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 support services.

Additionally, this division currently has twenty-one 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 preliminary probable cause on all referrals;
- Conducting preliminary screenings and assessments on each referred child; and
- Scheduling detention hearings.

Once a child is processed, the unit diverts the case to community resources whenever possible, 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 family; and
- 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 on a deferred prosecution contract or on official probation and reside in the community. Each unit collaborates with schools and service providers near a child's home and family. Each unit has the following:

- Probation officers housed in local schools which fosters communication and collaboration with school personnel; and
- 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. The probation officer may transfer the case to a specialty unit, as needed.

MAJOR DIVISION INITIATIVE

Match children to appropriate services

In 2017 the Field Probation and Court Services Division increased efforts to apply the risk-need-responsivity model when matching children with appropriate services, to include diverting low risk

offenders from the juvenile justice system. Training was provided to staff on understanding and integrating the PACT Summary Report, the Adverse Childhood Experience (ACE) score and Stabilizing Factors into case management and case planning. The division also continued to work towards using evidence-based or evidence-informed programs whenever possible.

Community Service Restitution (CSR):

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 Services 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; and
- 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; and
- Children First Jail Intervention Program.

CHILDREN SERVED:

151

Victim Services Unit

1,294

CSR Unit

19,129

CSR hours performed

HIGHLIGHTS

- » The Intake Unit began using the PACT Assessment on all cases considered for closure at Intake.
- » The Northwest Field Unit piloted a project to determine the feasibility of implementing the 40 Developmental Asset model department wide.
- » The Westside Field Unit, in collaboration with the Bexar County Professional Bail Bonds Association, received 10 applicants for their annual \$1,000 Bail Bond Scholarship Award. This was the highest number of applicants received since program inception in 2012. One child is awarded the scholarship each year.

FOCUS ON STRENGTHS

- In 2017, the CSR Unit continued to diversify its approach to meeting the needs of children. In particular, two initiatives – service learning projects and speakers series - strongly promote the concept of positive youth development.
- » Service learning projects focus on specific community needs and provide the following for children and communities: engages community partners; helps foster civic responsibility (giving back); enhances skill development; and provides structured time for children to reflect on the service experience.
- In 2017, Economic Empowerment was offered as a project option. In collaboration with Garrett K. Hohman-Morales, Branch Retail Executive at BBVA Compass, participants were educated on the following: checking and savings accounts; budgeting; investing; and interest rates. The project culminated in a presentation to elementary grade children at the San Juan Community Center.
- » The speakers series is another initiative that offers children practical information and positive messaging. The most impactful speakers, such as basketball legend Nevel Shed, share life lessons that stress the importance of citizenship and adherence to positive core values.

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: domestic violence; gang and weapon involvement; Commercial Sexual Exploitation of Children (CSEC) 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.

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; and
- Interviewing and identifying victims of CSEC.

This unit works closely with the Restore Hope Unit when providing services to children identified as CSEC victims.

Restore Hope Unit:

Provides intensive services and supervision to children identified as CSEC victims, at high risk of becoming sexually exploited and to runaways. The unit also provides services through the following:

- 436th Restore Court, a child sex trafficking court; and
- Centro Seguro, a 24-hour drop-in-center.

The Unit works closely with the Gang Unit, Child Safe and Ransomed Life to provide trauma informed counseling, mentoring, group activities, and educational services to children.

Inter-Agency Services Unit:

Provides a variety of services and supervision levels to children who have been referred to the department and are in the temporary/permanent managing conservatorship of TDFPS. Supervision levels include children pending court, on deferred prosecution, on probation, in residential placement and upon a child's return to the community. The unit also processes and supervises children accepted into the 436th Crossover Court.

Project Management & Enrichment Unit:

Provides management of department wide initiatives as well as oversight and development of enrichment programs to include:

- CHAPS Equine Assisted Therapy and Activity program;
- Salado Wilderness Trail program; and
- Seasonal enrichment activities for children in the community and institutions.



ART BASED ENRICHMENT ACTIVITY

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 as well as direct interaction with children through the mentoring program.

Internship Program:

Provides unique "hands-on" learning opportunities for undergraduate and graduate students attending local and out of county colleges and universities.

Educational Services Program:

The program provides the following:

- Project Connect provides early intervention and prevention services for children experiencing truancy;
- Employment and Educational Guidance assists children in pursuing continued education and employment and oversees the in-house GED program; and
- Juvenile Justice Academy (JJA) provides educational services to children who are expelled from any of sixteen school districts around Bexar County.

MAJOR DIVISION INITIATIVE

Addressing the needs of exploited children.

Centro Seguro: In August of 2017, the department received a grant from the Governor's Office for a drop-in-center to provide services 8 hours a day. The department contracted with Roy Maas' Youth Alternatives to provide the physical location. The Kronkosky Charitable Foundation of San Antonio committed funding to expand operations to 24 hours each day. The funding also included building improvements and one probation officer.

Centro Seguro is a great example of blended funding, through public and private means, to address a community need. It is the first 24-hour shelter in Texas dedicated to serving runaways (runaways are a population at risk of becoming exploited) and victims of CSEC ages 11 through 17.

Ransomed Life: In 2017, the department received the New Life Expansion Project Grant in collaboration with Ransomed Life. Through the grant, Ransomed Life provides services to females between the ages of 11

and 17, who are at high risk or identified as a CSEC victim. Services include counseling, mentoring, recovery support groups, leadership and educational opportunities, as well as parent education and training workshops. This grant also funded two probation officers.

Restore Hope: The Restore Hope Unit was created in 2017 to more effectively address the needs of exploited children and to better coordinate services. In addition to the new grants received in 2017, this unit continues work with established programs to include:

- Child Safe: which serves children between the ages of 11 and 17, who are sexual abuse victims, CSEC victims and those at high risk; and
- 436th Restore Court which provides supervision and services to children identified as CSEC victims.

DIVISION STATS

CHILDREN & FAMILIES SERVED:

79
Parent Project

174
CHAPS

209
Enrichment activities

VOLUNTEER SERVICES UNIT:

66
Volunteers

1,836
Volunteer hours performed

INTERNSHIP PROGRAM:

33
Student interns

7,324
Intern hours

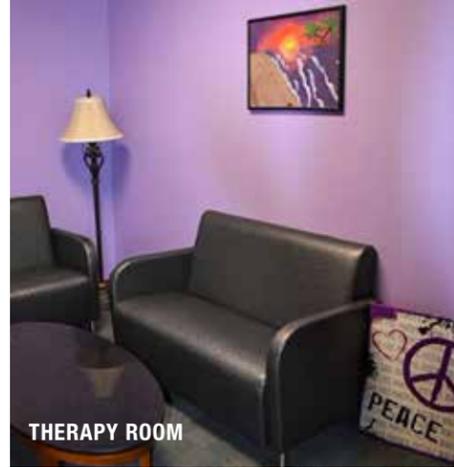
HIGHLIGHTS

» In October of 2017 the Salado Wilderness Trail was completed. The trail was funded through a grant from Impact San Antonio and was constructed by American YouthWorks at Texas Conservation Corps. The trail provides a variety of outdoor activities to children.

» In May of 2017, the second "Do the Write Thing" awards banquet was held at the San Antonio Food Bank. Approximately 178 people were in attendance. An initiative of the National Campaign to Stop Violence, students competing

in "Do the Write Thing" submit essays regarding the causes and solutions for community violence. One male and female student are selected for best entry and are awarded an all-expense paid trip to Washington D.C.

Mental Health Services Division



TERAPY ROOM

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

Substance Abuse & Family Enrichment Unit (SAFE):

Provides services and supervision to children on deferred prosecution contracts for misdemeanor offenses through the following specialty courts:

- 289th, 386th and 436th Pre-Adjudication Drug Court; and
- 436th Family Enrichment Court for children with a history of violence and trauma.

Post Adjudication Substance Abuse Unit (PASA):

Provides intensive services and supervision to children with a documented history of significant substance use. The unit offers the following programs:

- 386th Post Adjudication Drug Court; and
- Intensive Supervision Probation Program.

Intensive Clinical Services Unit (ICS):

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

- Special Needs Diversionary Program;
- 289th Crossroads Court; and
- 289th MIND Court.

Sex Offenses Intervention Unit (SOIU):

Provides supervision and services to children who have referrals that are sexual in nature. The unit is knowledgeable in the following:

- State sex offender registration laws;
- DNA sampling;
- Polygraph requirements; and
- Therapeutic treatment for children who commit sexual offenses.

Residential Services Unit:

Provides supervision of children placed in long term residential placement facilities to include the Cyndi Taylor Krier Juvenile Correctional Treatment Center (Krier Center), and facilities throughout the State of Texas and the United States. Probation officers work closely with a multi-disciplinary team which manages each child's progress and provide intensive aftercare services upon a child's release. Additionally, the unit manages the following:

- Emergency shelter beds;
- Contracts with residential facilities; and
- Facilitates meetings to discuss appropriate placements.

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. Residents commit to the program for one year (July through June) and provide the following:

- Individual, family and group therapy sessions;
- Psychological evaluations;
- Training for department staff; and
- Consultations with probation officers for treatment recommendations.

Stabilization, Treatment and Evaluation Process (STEP):

Provides evaluation and intervention services to children in detention being considered for removal from the home by the juvenile courts. 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 provides clinical feedback to department staff regarding children in institutions and coordinates psychiatric and mental health services upon a child's return to the community.

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 use issues.

Additionally, the division collaborates with several community providers including the Center for Health Care Services, Communities in Schools, Baptist Children and Family Services HHS, Family Service Association, James Taylor, Professional Associates for Counseling and Evaluations, Southwest Keys and VisionQuest in the provision of services and case management.

DIVISION STATS

226
Total # children served by specialty courts

73%
of the participants in the specialty courts were not re-adjudicated

91%
of the participants in the specialty courts were not subsequently removed

MAJOR DIVISION INITIATIVE

Coordinate services for children struggling with behavioral health issues.

Given the tremendous overlap between substance use and mental health issues, in November 2017, the Department merged the substance use and mental health focused programs/units into a single division. This strengthens the department's ability to access and coordinate services for children struggling with behavioral health issues.

HIGHLIGHTS

- » Engaged in department-wide strategic planning of pregnancy prevention efforts including implementation of the Let's Talk Initiative.
- » Extended the transfer review process to all children transferring to adult probation under Determinate Sentencing. This process includes meetings between the department and adult probation to discuss each child's status and ensure a smooth and coordinated transition into the adult justice system.
- » The 289th MIND Court was fully implemented and operational.
- » Un Puente Al Hogar, a Krier Center aftercare program was fully implemented and operational.

FOCUS ON STRENGTHS

- » The Mental Health Division is home to five specialty court programs as follows:
289th MIND Court
289th Crossroads Court
386th Post Adjudication Drug Court
436th Family Enrichment Court
Pre-Adjudication Drug Court (all three juvenile courts)
- » Each court focuses on a different specialized need pertaining to mental health, substance use or family violence.
- » Children and families involved with these specialty courts are provided an array of intense, wrap around services by a team of dedicated juvenile court judges, juvenile justice staff, and service providers. The teams of professionals that work with these children and families communicate regularly to seek creative solutions and provide the best possible care to meet individual needs.
- » The probation officers assigned to the specialty courts provide intensive supervision to include increased home visits, school visits, office visits, program visits and if necessary increased drug screening. They also collaborate closely with community based agencies to provide vital services and engage children in enrichment type of activities to include the CHAPS and Salado Wilderness Trail programs among others.

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 (UHS) for medical, dental and psychiatric services, the San Antonio Independent School District and East Central Independent School District (ECISD) 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 children that have difficulty adapting to standard programming due to mental, emotional and/or physical health needs.
- Resident Support Program (RSP) – supports children who struggle with behavior management and to reduce the use of seclusion and isolation.

Mission Road Center (MRC):

MRC is a post-adjudication facility that houses the Weekend Program (WEP). WEP provides brief stabilization and intensive programming for children over the course of four consecutive weekends. Children reside at home and attend school and 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 to include one unit dedicated to substance abuse.
- RSP to support children struggling with behavior management and to reduce the use of seclusion and restraint.

Progress through the program is managed by multi-disciplinary treatment team model which develops individualized treatment plans.

Transportation Unit:

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

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 masters and doctoral level clinicians. Additionally, this division provides coaching and training for juvenile supervision officers in institutions as well as assistance in developing, guiding and overseeing programming within each facility.

Juvenile Detention Center:

One post-doctoral level clinician provides clinical services and support for children as well as consultation for staff and program development for the SNU and RSP. Clinical services provided include:

- Individual counseling and check-ins;
- Group counseling sessions;
- Behavioral assessments and management plans; and
- Facilitation of skills training groups and specialized Repairing Harm Circles.

The STEP and MHAT Units also provide services to children in JDC and work closely with the JDC clinician.

Weekend Program:

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

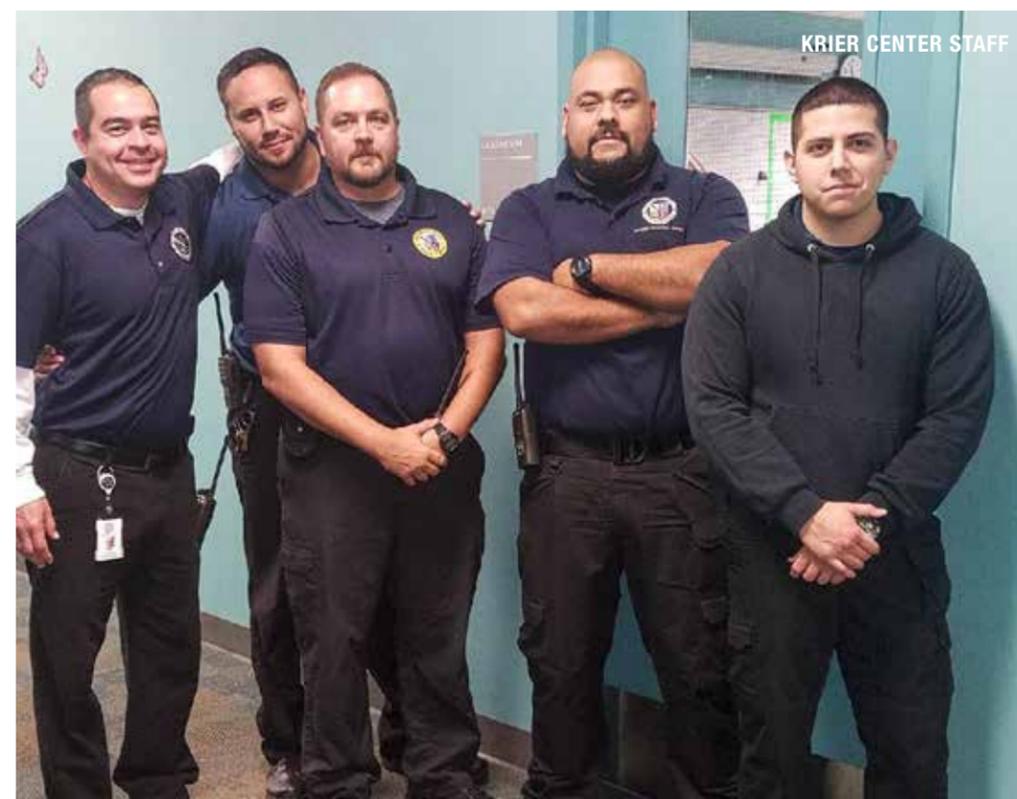
- Individual and group counseling;
- Psychological evaluations and mental health assessment;
- In-depth family assessments; and
- Facilitation of family groups.

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 clinicians assigned to work with the children. Clinical services provided include:

- Weekly intensive individual and group counseling services;
- Ongoing assessments for psychiatric referral and follow-up; and
- Individual family therapy services and monthly parent support groups.

Additionally, the clinicians participate in and co-facilitate the weekly multi-disciplinary team meetings that guides a child's treatment while in placement.



DIVISION STATS

AVERAGE DAILY POPULATION:

111

Juvenile Detention Center

65

Krier Center

17

Contract Care Facilities

4

Weekend Program

MAJOR DIVISION INITIATIVE

Although two distinct divisions, the Institutions Division and the Institutions Clinical Services Division are interrelated: an initiative affecting one division affects the other. In 2017, the divisions achieved the following:

Dialectical Behavior Therapy (DBT) Training & Consultation Grant:

In October of 2017, the department received a grant from the Criminal Justice Division of the Governor's Office to provide DBT training and consultation services to the two institutions divisions. Services are being provided by Dr. Michele Galletta, a nationally recognized expert and researcher on the DBT model. These services will continue into 2018.

Youth In Custody Certificate Program Participation:

In 2017, representatives from Bexar County and six other groups from around the nation were selected to participate in the Center for Juvenile Justice Reform's Youth in Custody Certificate Program. Bexar County representatives included ECISD, the District Attorney's Office and several department staff. Participants attended a five day training at Georgetown University and committed to a Capstone Project which outlined systems improvements.

The Bexar County Capstone Project focused on building readiness for academic and employment opportunities for children as they transition out of the Krier Center. Academic, vocational, technological and life skills programs were created in collaboration with partners. Long term goals include work and apprenticeship opportunities for children.



KRIER CENTER STAFF

HIGHLIGHTS

In 2017 the following was achieved:

- » High School Equivalency Program added to ECISD programming.
- » Addition of a staff position to collaborate with children, their families, and partner agencies to ensure continuity of individualized educational and career plans post release.
- » Secured funding to continue collaboration with Goodwill Industries of San Antonio in the provision of Micro-Credential & Certificate Programs at the Krier Center.
- » Developed a working relationship with Workforce Solutions Alamo (WSA).

Staff Training & Development:

In 2017, increased attention was paid to supporting institutions staff through recognition, professional growth opportunities and improved new hire orientation. Initiatives included the following:

- » The officer mentor program pairs new employees with an experienced employee. The mentor helps orientate the new employee and provides coaching and support during the initial training and post introductory period.
- » The employee of the month program was implemented for JDC, to include MRC and the Transportation Unit, and the Krier Center. Staff received a designated parking space, had their name

and picture added to an employee plaque, and received opportunities to attend regional trainings.

- » Inclusion of direct care staff in DBT training and program development has provided not only training in building relationships and managing behavior but has also opened up communication regarding the positive and unanticipated impacts of new initiatives.
- » A staff appreciation day was held for on all four shifts at JDC and the Krier Center. Department and division administrators mingled with direct care staff to acknowledge and recognize the hard work and dedication of staff.

FOCUS ON STRENGTHS

The DBT model is a widely recognized, evidence-based approach for the effective treatment of persons with serious behavioral health problems, including juvenile justice involved youth. The primary focus of the DBT model is to help children achieve greater self control through learning, practicing and mastering the use of specific skills. Additionally, research has demonstrated that training direct care staff in DBT results in an increased sense of efficacy in working with difficult patients and decreased burn out.

The institutions divisions have worked to incorporate the DBT model concepts into the following:

- » New employee training academy;
- » Annual training calendar;
- » Incentive/behavior management system;
- » Strategies to de-escalate potential crisis situations;
- » Relationship building between adults and children;
- » Skills building; and
- » Continuity of care though training and support of partner agencies.



KRIER CENTER CAFETERIA

Administrative Services Division

The Administrative Services Division provides crucial support structure for the department to effectively operate on a daily basis. For employees to be able to perform their duties and carry out the mission of the department, resources, training, supplies, clerical support and budgeting are necessary. This division comprises five units that perform these essential functions.

Human Resources Office:

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. 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; and
- **Total Compensation:** provides not only salary and wages, but also all plans and programs available to department employees that make up an employee's compensation.

In 2017 the office processed the following:



Accreditation and Training Unit:

Performs numerous functions to ensure department staff are properly trained and well-informed in order to provide quality services to the children and families referred to the department. These functions include:

- **Facilitating and providing staff with the means to acquire and maintain state mandated certifications;**
- **Processing and submitting applications for state mandated certifications;**
- **Providing a variety of in-house training programs to build job knowledge, reduce liability, and develop strong job skills;**
- **Coordinating the use of various trainers from outside agencies;**
- **Producing educational and marketing videos for staff, clients, and other department needs; and**
- **Managing reservations and coordinating all conference and meeting rooms.**

In 2017 the unit provided:



Reimbursement Office:

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

- TJJJ Grant P - Juvenile Justice Alternative Education Program Reimbursement;
- TJJJ Grant R – Regional Diversion Alternatives Program;
- Office of the Attorney General Title IV-D Community Supervision Program;
- Texas Department of Agriculture National School Lunch Program;
- TJJJ Title IV-E Federal Foster Care Reimbursement Program; and
- Social Security Administration Representative Payee Program.

In 2017, the office:

\$2,096,217
generated from the various programs.

\$147,477
in juvenile fees collected

73.5% of fees collected or
\$108,430 applied to crime victim's compensation

Additionally the office maintains the TJJJ Juvenile Medicaid Tracker database for the department. This project ensures that each child scheduled for release from placement is assessed for eligibility for Medicaid and/or Children's Health Insurance Program to prevent gaps in insurance coverage.

Records Unit:

Responsible for the department's case file management system to include: case closures; merging and archiving inactive case files; records destruction; sealing and restriction of records; background record checks; preparing commitment packets for TJJJ; distribution of court-related documents; and the distribution of all department mail. The Records Unit also assists with daily switchboard operations.

In 2017, the office provided:

14,863
customers assisted at the Tejada and Mireles buildings

2,016
restricted access orders processed

635
background record checks processed

132
records sealed

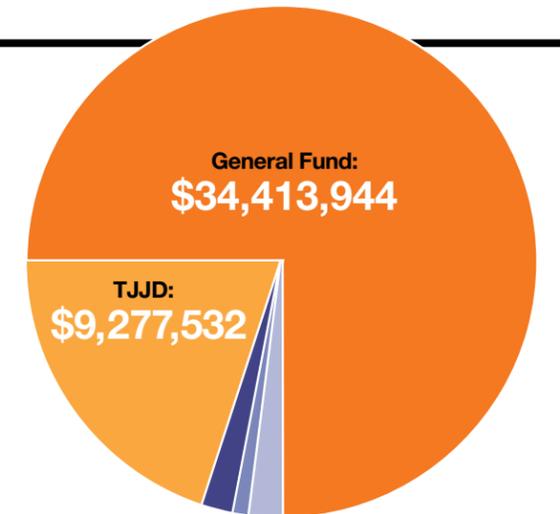
Fiscal Office:

Responsible for the financial operations, budget preparation, project management, procurement & acquisition operations, equipment & inventory management, security and facilities management and technology services for the department. The office manages and oversees the funds expended daily towards the operation and management of all levels within the department, is responsible for cost forecasting and managing the department's financial resources to ensure responsible, efficient and effective use of these resources.

BUDGET:

\$46,037,019

Grants: **\$718,683** Title IV-E: **\$650,000** BCJJA: **\$976,860**



General Counsel

In addition to serving as legal advisor to the department, the General Counsel is responsible for the Contracts & Grants Office, and the Domestic Relations Office.

The Grants & Contracts Office is responsible for the department's grant program, as well as contract preparation, processing and management.

In 2017, this office:

- Submitted 11 grant applications resulting in \$2,002,986 in awards;
- Prepared 70 grant reports;
- Drafted 36 contracts/amendments, and 51 memoranda of understanding;
- Collected surveys of sexual victimization or legal exemption from 40 residential service providers as required by federal regulations;
- Facilitated in-house background searches on service provider staff, completing 218 searches; and
- Monitored 125 contracts to ensure conformance to state and federal regulations.

The Domestic Relations Office works closely with the Civil District Courts to facilitate and provide support services in Suits Affecting the Parent-Child Relationship. In 2017, this office:

- Oversaw 1,450 safe neutral exchanges between parents/guardians and 2,922 hours of visitation;
- Maintained standards for over 150 child custody and adoption evaluations by 73 qualified evaluators, and 59 low-cost child custody evaluations;
- Provided an average of 16 judge consultations per month;
- Provided group classes to 217 persons through the Cooperative Parenting Program for parents experiencing conflict in co-parenting;
- Provided the Shared Parenting Program, a comprehensive visitation education and enforcement program that increased visitation for 71 parents; and
- Provided 261 Visitation Education Program presentations in Title IV-D court settings.

Standards Compliance & Investigations Unit

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

- Review of department policy, procedures and practices;
- 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;
- Investigations of alleged abuse, neglect and exploitation, conducting other internal investigations, and reviewing Serious Incidents; and
- Tracking statistical data pertaining to investigations.

In 2017, the Standards Compliance & Investigations Unit assisted in five successful TJJD compliance monitoring visits regarding the following State standards:

- Pre-Adjudication Detention Facilities Standards;
- Krier Center Post-Adjudication Correctional Facilities Standards;
- MRC Post-Adjudication Correctional Facilities Standards;
- Employment, Certification and Training Standards; and
- Juvenile Justice Alternative Education Standards.

The Standards Compliance & Investigations Unit also conducted a total of 106 investigations involving allegations of abuse, neglect or exploitation and 87 internal investigations.

Information Resources Unit

The goals of the Information Unit are to: support timely and well-informed decision making at all department levels; minimize time staff spent at computers entering or retrieving data to maximize time spent with children and families; serve as liaison to the Bexar County Information Technology Department; and provide 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; and
- Troubleshooting, training and technical assistance.

Systems access, management and development:

- Establishes user profiles and permissions;
- Manages internal information systems to include: JJIS; Dashboards; department Internet and Intranet; and Child Support Probation; and
- Manages 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; and
- Provides on-demand analytical reports to assist with administrative planning, grant applications, program development, and research projects.

HIGHLIGHTS

» Developed and deployed the Instinct Application, the first interactive web-based application that allows institutions staff to enter and track behavioral information for children at JDC, MRC and the Krier Center.

» Presented the Dashboards at the annual Data Coordinators' Conference Poster Session.

» The unit averaged approximately 300 password resets and 350 purge requests as well as other technology support requests for the department's 700 computers.

“I learned that I am going to need a plan to get what I need in life and that I have to trust people, sometimes when you hardly know them. You can't get far without depending on people.”

—CHILD

RISK & NEEDS ASSESSMENT

TJJD requires juvenile probation departments to administer a validated risk and needs assessment to children at specific points in each child's involvement with a department. The Bexar County Juvenile Probation Department uses the Positive Achievement Change Tool (PACT), which provides a thorough assessment of each child's social and criminal history backgrounds to identify a child's risk to re-offend. The PACT also identifies other factors in a child's life such as criminogenic need, Adverse Childhood Experience (ACE) score, stabilizing factors and protective factors.

RISK TO RE-OFFEND:

A total of 2761 PACT Assessments were completed in 2017. Children scored as follows regarding risk to re-offend:

RISK LEVEL	# OF PACTS	% OF TOTAL
High	487	18%
Moderate	625	23%
Low	1,649	60%
Grand Total	2,761	100%



Children who score as low risk to re-offend are screened to determine eligibility for diversion to community based programs. Research indicates that involving low risk children in a juvenile justice system or mixing low risk with high risk children can have a negative impact on a low risk child.

ACE SCORE:

The ACE score measures an individual's exposure to abuse, neglect and household challenges in the first 18 years of life. ACE scores range from 0-10. The higher the ACE score, the higher the probability that the individual will experience physical and mental health issues as well as negative social consequences throughout their life.

Average ACE Score per Risk-to-Reoffend level:

RISK LEVEL	AVERAGE ACE SCORE
High	4.72
Moderate	3.49
Low	2.11

CRIMINOGENIC NEED:

Criminogenic need pertains to factors in a child's life (historical and current) that affect a child's likelihood to re-offend. Research has identified eight central criminogenic needs. PACT Assessments rank these eight needs based on each child's unique circumstances. Identification of the top three criminogenic needs assists in driving case planning and case management. PACT Assessments in 2017 revealed the following ranking order for criminogenic need prevalence:

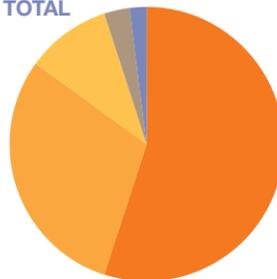
CRIMINOGENIC NEED

Antisocial Personality	Family
Criminal Associates	Antisocial Behavior
Employment/School	Substance Abuse
Criminal Thinking	Leisure/Recreation

STABILIZING FACTOR:

Stabilizing factors are factors in a child's life that create disruptions and instability. These factors can prevent or hinder the effectiveness of services provided to address criminogenic need. If present in a child's life, case management and case planning should address these factors first. In 2017, PACT Assessments revealed the following:

STABILIZING FACTOR	% OF TOTAL
No Stabilizing Factors	55%
Mental Health Issues	31%
Current Abuse/Neglect	10%
Homeless/Runaway	3%
Sexual Misconduct	2%



Excellence Awards

INTERVENTION & EDUCATION SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD

Inter-Agency Services Unit	Darren Echols
Restore Hope Unit	Carmen Webber-Peterson
Gang Unit	William Cantu

EDUCATION SERVICES AWARD

Cindy Gonzales	Latez Williams
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ENRICHMENT TEAM AWARD

Theresa Scheets	Joslin Rice
Jason Hill	Anna Szyszkiewicz
Jessica Maupin	Bridgette Chavez
Jennifer Fowler	

SUPERVISOR OF THE YEAR

Robbi Robalin

MAKING A DIFFERENCE AWARD

Marisol Quinones

EMPLOYEE VOLUNTEER AWARD - "DO THE WRITE THING"

William Cantu	Rick Lozano
Rebecca Martinez-Torres	Elida Robledo
Melissa Ayala	Steven Lerma
Cindy Gonzales	Fabian Guebara
Ermilo Ugalde	Dale Walker

FIELD PROBATION & COURT SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD

Intake Unit	Alton Scott
Court North Unit	Amy Gonzales
Court South Unit	Dana Wilson
Northwest Unit	Yolanda Saucedo
Northeast Unit	Mary Elligan
Central Unit	Francisco J. Gonzalez
Central West Unit	Jessica Shedrick
Westside Unit	Mary Stanton
Southside Unit	Emiliann Aniol
Eastside Unit	Gerardo Muniz
CSR Unit	Jose Villescuz
Child Support Unit	Elizabeth Morrison

SUPERVISOR OF THE YEAR

Brent Houdmann

MENTAL HEALTH SERVICES DIVISION

EMPLOYEE EXCELLENCE AWARD

ICS Unit	Jacklyn Rodriguez
PASA Unit	Adam Menefee
Residential Services Unit	Monica De La Cruz
SAFE Unit	Alberta Ortiz
SOI Unit	Michelle Ingoldsby

COMMITMENT TO CHILDREN & FAMILIES AWARD

Liza Cervantes-Salinas

INNOVATION AWARD

Gilbert Hernandez

TEAM PLAYER AWARD

Andrew Ramos

SUPERVISOR OF THE YEAR

Frank Salazar

INSTITUTIONS DIVISION

RESIDENTIAL TREATMENT OFFICER OF THE YEAR

Charlie Unit	William Lambert
Delta Unit	Alfred Medellin
Echo Unit	Ernest Peoples
Fox Unit	Krystal Smalls-Miller
Third Shift	Adam Ward
RSP	John Stewart
Support Staff	Shannon Patterson

JUVENILE DETENTION OFFICER OF THE YEAR

First Shift	Ezekiel Andrews
Second Shift	Frederick Lester
Swing Shift	Sharon Drummer
Third Shift	Adrian Coronado
RSP	Monica Gomez
Support staff	Sabrina Quintanar

WEP OFFICER OF THE YEAR

Robert Sevilla

INSTITUTIONS SUPERVISOR OF THE YEAR

Juan Garcia

TRANSPORTATION UNIT OFFICER OF THE YEAR

Robert Maldonado

2017 INSTITUTIONS EMPLOYEE OF THE MONTH

MONTH	KRIER CENTER	JDC/WEP
JANUARY	Phillip Rangel	Brandolyn Hunter
FEBRUARY	Jenise Gentry	Jacob Vara
MARCH	Ernest Garcia	Robert Trevino
APRIL	Marlen Zamarippa	Victor Lomeli
MAY	Arturo Castillo	Ronny Davis
JUNE	Martin Palacios	Jason Ellis
JULY	John Choi	Sharon Drummer
AUGUST	Adam Ward	Damary Hurst
SEPTEMBER	Jim Molina	Ryan McLucas
OCTOBER	Krystal Miller	Adrian Coronado
NOVEMBER	William Lambert	Nejuana Priestly
DECEMBER	Ricardo Torres	Mary Jane Diaz

INSTITUTIONS CLINICAL SERVICES DIVISION

SHINING STAR AWARD

Jayne Lyon	Kathleen Foreman	Alfred Medellin
Ashley Powell	Leticia Willson	Stephanie Sanchez
Lessica Lust	Carlos Cortez	Heather Holder

FINANCE & ADMINISTRATIVE SERVICES DIVISION

EMPLOYEE OF THE YEAR AWARD	Sandra Spadaccini
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CHIEF AWARD

JUVENILE SUPERVISION OFFICER OF THE YEAR	Robert Trevino
JUVENILE PROBATION OFFICER OF THE YEAR	Kimberly Thomas

EMPLOYEE MENTOR AWARD

Cassandra Brooks	Samuel Lopez	D'Andrea
Gloria Casillas	Rick Lozano	Christina Medellin
Alfred Guzman	Dolores Thompson	Cesar Meza
Allen Juarez	Melissa Villarreal	Mark Nagus
Arturo Limon	Guadalupe	Juan Rodriguez

BAIL BONDS SCHOLARSHIP SPONSOR APPRECIATION AWARD

J.L. McEntire	David C. Garza
Tony Rodriguez	David Fernandez

Service Awards

5 YEARS OF SERVICE

EMPLOYEE	DIVISION
Crystal Alfrido	Institutions
Erin Barry	General Counsel
Caitlin Bowlin	Mental Health Services
Victor Carrillo	Institutions
Bridgette Chavez	Field Probation & Court Svcs
Charmin Dennis	Institutions
Dave Doucet	Field Probation & Court Svcs
Gwen Estrada	Administrative Services
Robert Flores	Mental Health Services
Chelsea Frazor	Administrative Services
Francisco Salazar Gonzalez Jr.	Institutions
Eric Herrera	Field Probation & Court Svcs
Olga Holguin	Field Probation & Court Svcs
Jacqueline Juarez-Munoz	Information Management
Alfredo Medellin	Institutions
Melissa Mendoza	Institutions
James Mireles	Institutions
John Nelson	Institutions
Naomi Ponciano	Institutions
Ashley Powell	Institutions Clinical Services
John Rangel	Institutions
Yolanda Saucedo	Field Probation & Court Svcs
Melissa Selmon	Institutions
Robert Sevilla	Institutions
Amanda Solis	Institutions
John Stewart	Institutions
John Velez	Institutions
Christopher Villarreal	Institutions
Moses Villarreal	Institutions
Sandra Yamauchi	Field Probation & Court Svcs
Guadalupe Yanez	Education & Intervention Svcs

10 YEARS OF SERVICE

EMPLOYEE	DIVISION
Joseph Adams	Administration
ShaMonica Biscoe	Institutions
Larry Bray	Field Probation & Court Svcs
Jaime Campos	Mental Health Services
Margaret Davila	Institutions
Samuel Falkenberg	Institutions
Steven Fletcher, Jr.	Institutions
Monica Gomez	Institutions
Fabian Guebara	Education & Intervention Svcs
Stephanie Gutierrez	Field Probation & Court Svcs
Ruthanne Hernandez	Mental Health Services
Marc Herrera	Institutions
David Howell	Institutions
Brandolyn Hunter	Institutions
Joannie Jimenez	Mental Health Services
Isabel Levrie	Field Probation & Court Svcs
Michael Lopez	Institutions
Eliseo Mata	Education & Intervention Svcs
Donna McDaniel	Institutions
Christina Medellin	Mental Health Services
Jennifer Medina	Education & Intervention Svcs
Cindy Padilla	Mental Health Services
Leticia Pineda	Institutions
Ernest Peoples	Institutions
Valerie Richards	Institutions
Kimberley Thomas	Field Probation & Court Svcs
Monica Valdez De La Cruz	Institutions
Gabriel Villarreal	General Counsel
Tommy Zuniga	Institutions

15 YEARS OF SERVICE

EMPLOYEE	DIVISION
Enrique Castaneda	Institutions
Kristen Harrison	Field Probation & Court Svcs
Gina Licata-Adams	General Counsel
Cynthia Lopez	Institutions
Anthony Neugebauer	General Counsel
Rodolfo Orta	Institutions
Rosalinda Romero	General Counsel
Andrea Sanderson	Institutions
Jerome Shaw	Mental Health Services

20 YEARS OF SERVICE

EMPLOYEE	DIVISION
Robert Alvarez	Field Probation & Court Svcs
Geno Brabham	Administration
Elizabeth Davis	Mental Health Services
Jacob Davis	Field Probation & Court Svcs
Mary Jane Diaz	Institutions
Thomas Duck	Institutions
Darren Echols	Education & Intervention Svcs
John Gonzales	Institutions
Mario Holguin	Education & Intervention Svcs
Kevin Jackson	Education & Intervention Svcs
Judy Larkin	Field Probation & Court Svcs
Alma Martinez	Field Probation & Court Svcs
Juan Martinez	Field Probation & Court Svcs

“Thanks for giving me a chance to show that I am actually a good child”
—CHILD

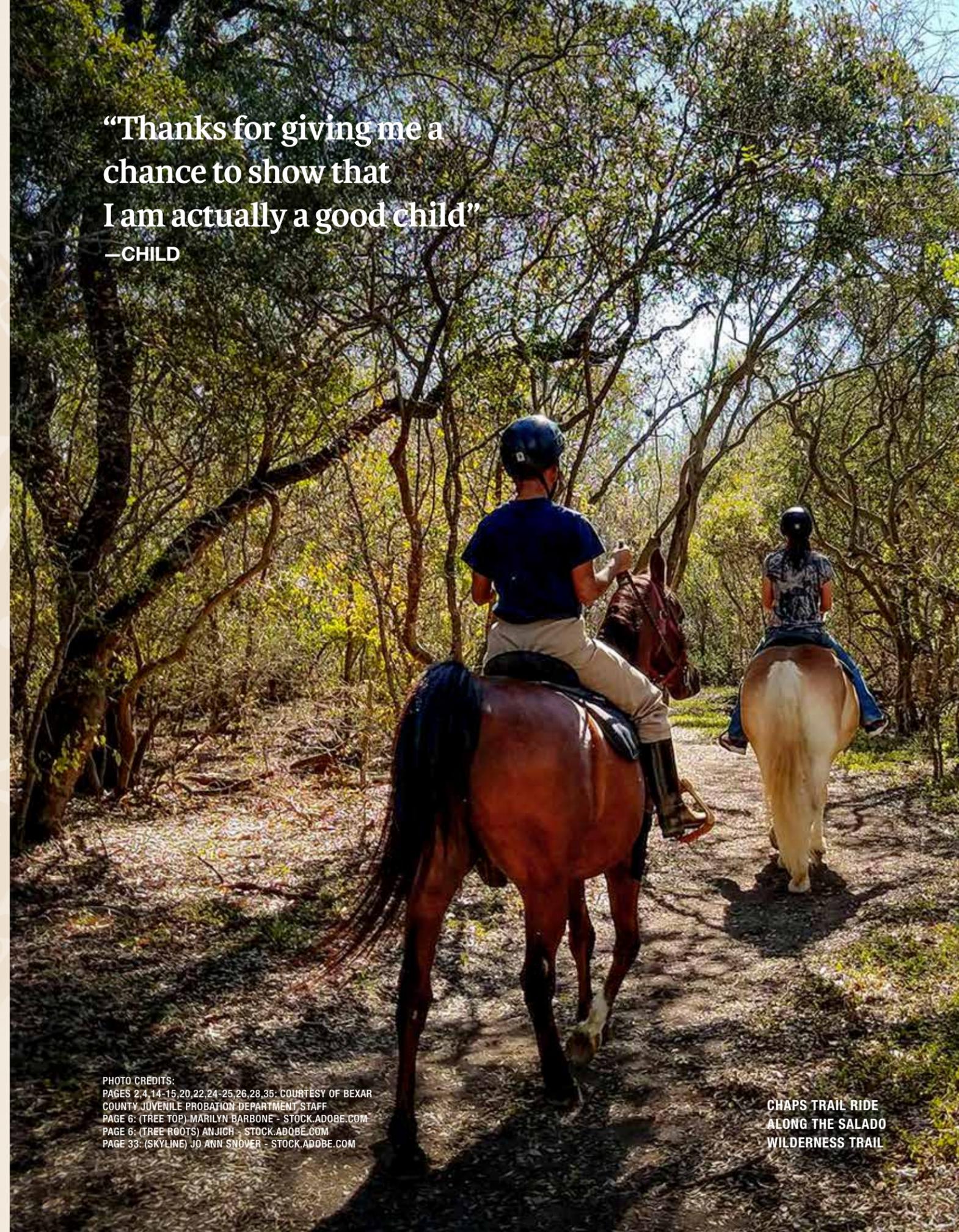


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 PAGE 33: (SKYLINE) JO ANN SNOVER - STOCK.ADOBE.COM

CHAPS TRAIL RIDE
 ALONG THE SALADO
 WILDERNESS TRAIL

IN MEMORY OF

**We remember our co-workers
who passed away in 2017.
May their memory be a blessing
to those who knew and loved them.**

NAN HAYWOOD

January 17, 1963 - September 16, 2017

ROY WASHINGTON

October 2, 1948 – May 25, 2017

IN HONOR OF

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

Up to 20 Years of Service

RUBEN ALONZO

Institutions Division

BOOKER BOYKINS

Institutions Division

WALTER CARSON

Institutions Division

BERTHA CASTANEDA

Intervention &
Education Services

TINA RODRIGUEZ

Institutions Division

21-30 Years of Service

ELISA MALDONADO

Finance & Administrative
Services Division

CINDY MARMOLEJO

Institutions Division

SAN JUANA (JANIE)

CORONADO

Institutions Division

30-40 Years of Service

JOHNNIE (JAY) GARCIA

Mental Health Services Division

LEA HARRIS

Field Probation &
Court Services Division

NATE WILSON

Institutions Division



Andy Mireles Juvenile Probation Center

301 East Mitchell, San Antonio, Texas 78210