

## Victoria County Juvenile Facility First in Texas To Be PREA Certified

The Victoria Regional Juvenile Justice Facility, operated by the Victoria County Juvenile Probation Department, has become the first county-run juvenile facility in Texas to meet new national Prison Rape Elimination Act (PREA) standards and become certified by the Department of Justice (DOJ).



L to R: Lynette Acuna, Facility Admin., Regina Perez, Compliance/PREA Coord., Kelly Arnecke, Ass't Chief, Judge Skipper Koetter, Pama Hencerling, Chief JPO, Judge Stephen Williams, Juvenile Board Chair, Judge Robert Cheshire, Judge Travis Ernst, Debra Tomas, Intake Officer.  
See PREA on Page 9

## Hencerling Receives JJAT Lifetime Achievement Award

Pama Hencerling, Chief Probation Officer for both Victoria County Juvenile Probation Department and for Goliad Juvenile Probation Department and a Training Associate for MBA, was honored by the Juvenile Justice Association of Texas during their 2014 Fall Conference at South Padre Island last month.



Pama Hencerling

Hencerling was named the recipient of JJAT's Amador Rodrigues Lifetime Achievement Award.

A widely recognized professional in the juvenile justice field in Texas as an administrator, teacher, consultant and trainer, Hencerling has served as adjunct instructor in  
See Hencerling on Page 4

## MBA Facilitates Caldwell, Comal and Hays Counties CSCD's Quarterly Staff Training

MBA Training Associate Joe Flores served as the trainer for Caldwell, Comal and Hays Counties Community Supervision and Corrections Department's 95<sup>th</sup> Quarterly In-Service Training which was conducted in San Marcos, Texas and participants expressed a high degree of satisfaction with the quality of both the training content and training methodology.



Joe Flores

See Caldwell on Page 9

## Gov. Perry Appoints Rangel to Board of Pardons and Paroles

Gov. Rick Perry has appointed Fred Rangel of Huntsville to the Board of Pardons and Paroles for a term to expire Feb. 1, 2019. The board makes parole decisions for Texas prison inmates, determines conditions for parole and mandatory supervision and makes recommendations on clemency matters to the governor.



Fred Rangel

Rangel, who began his criminal justice career with the Montgomery County Juvenile Probation Department, is a Parole Commissioner for the Texas Board of Pardons and Paroles and past project coordinator for the Correctional Management Institute of Texas at Sam Houston State University (SHSU). He has also served  
See Rangel on Page 9

## Major Online Resource Now Available to Juvenile Justice Profession

According to a news release from the National Partnership on Juvenile Services, *The Desktop Guide to Quality Practice for Working with Youth in Confinement*, which is the product of a major collaboration between the National Center for Youth in Custody (NCYC), the National Institute of Corrections (NIC) and the Partnership for Juvenile Services (NPJS), has been completed and is now available to the Juvenile Justice Profession as an on-line publication.  
See Guide on Page 2



## Vacancies in Self-Defense Class

Gregg County Community Supervision and Corrections Department Director Melinda Wilson agreed to serve as the host for a MBA training event on Self-Defense. The one day workshop which has been scheduled for November 18 and repeated on November 19, 2014, has vacancies in the November 18 session.



Melinda Wilson

During this workshop that was designed specifically for probation personnel, participants will learn de-escalation techniques requiring the use of proper presence and verbal skills as well as defense tactics skills

The instructor for the course is MBA Training Associate Joe Flores, who has taught self-defense for the U.S. Probation System during his tenure with that agency.

See Self-Defense on Page 4



## Contemplation Corner

By  
Mel Brown, Ph.D.

### Evidence-Based Leadership Part 6

Last month, we began our exploration of “Enabling Others to Act”(one of the five fundamental practices of exemplary leaders identified by the research of Jim Kouzes and Barry Posner)by discussing the sub-categories of “Create a Climate of Trust,” Facilitate Positive Interdependence,” and “Support Face-to-Face Interaction.” Last month’s column ended by pointing out that great leaders also grow their followers into leaders themselves.

Kouzes and Posner have pointed out that creating a climate in which people are fully engaged and feel in control of their own lives is at the heart of strengthening others. People must have the latitude to make decisions based on what they believe should be done. They must work in an environment that both develops their abilities to perform a task or complete an assignment and builds a sense of self-confidence. They must hold themselves personally accountable for results as well as feel ownership of their achievements.

Kouzes and Posner have distilled these two observations into two leadership essentials that enable others to act. Those are (1) Enhance self-determination and (2) Develop competence and confidence.

#### Enhance Self-Determination

Leaders accept and act on the paradox of power: “you become more powerful when you give your own power away.” In other words, you become powerful when you empower others. Any leadership practice that increases another’s sense of self-determination, self-confidence, and personal effectiveness makes that person more powerful and greatly enhances the possibility of success.

Self-determination can be enhanced in a number of ways. The most significant actions a leader can take to ensure that people can decide for themselves are to provide more choices, design jobs that offer latitude and foster personable accountability.

If leaders want higher levels of performance and greater initiative from their followers, they must be proactive in designing work that allows people discretion and choice. Those who hold broadly defined jobs have more options about how to accomplish the assigned objectives.

Leaders must foster accountability in their followers. Unless people take personal responsibility and unless they are held accountable for their own actions, others are not very inclined to workwith them nor much inclined to cooperate in general.

See Contemplation on Page 3

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#### **The Guide** (Continued from Page 1)

*The Guide* is a resource with the answers to, or guidance on, many critical issues confronted by leadership, managers, and direct care staff in the daily operation of a facility tasked with the responsibility of caring for youth in confinement. Now imagine that same resource just a few keystrokes away on your computer or mobile reading device with links across nineteen chapters so you can easily search for key words and read only what you need at any particular time.

With the launch of *The Guide*, juvenile justice practitioners now have access to up-to-date information on critical issues that confront them on a daily basis. *The Guide*, designed to be an easily accessible, user-friendly electronic resource, is solution-focused, strengths-based, grounded in research and quality assurance, and supports positive youth development and family engagement and partnership.

[Click here](#) for a link to *The Guide*.

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#### *Quote to Remember*

**“Success isn’t owned, it’s leased. And the rent is due every day.” ~ J. J. Watt**

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## Contemplation Corner (Continued from Page 2)

Individual accountability is a critical element of every collaborative effort. Everyone has to do their part for a group to be more effective.

### Develop Competence and Confidence

Options, latitude, and accountability fuel people's sense of power and control over their lives. Yet as necessary as enhancing self-determination is, it is insufficient. Without the knowledge, skills, information and resources to do a job expertly, without feeling competent to skillfully execute the choices that it requires, people feel overwhelmed and disabled.

Developing competence and building confidence are essential to delivering on the organization's promises and maintaining the credibility of leaders and team members alike.

When you increase latitude and discretion of your constituents, you also have to increase expenditures on training and development. Strengthening others requires up-front investments in initiatives that develop people's competencies and foster their confidence.

Kouzes and Posner's research reveals that organizations which have invested more than the average amount of money on training enjoy higher levels of employee involvement and commitment and better levels of customer service, along with greater understanding of and alignment with company visions and values.

For leaders, developing the competence and confidence of their constituents (so that they might be more qualified, more capable, more effective and leaders in their own right) is a personal and hands-on affair. Leaders are genuinely interested in those they coach, having empathy for and an understanding of each of their constituents. Among sales managers, for example, developing others has been shown to be the competency most frequently found among those at the top of their field.

School teachers have long realized that the learning of older children can be enhanced by having them tutor younger students. In this process, the learning by both parties can be strengthened. This is equally true in organizations. The late Peter Drucker explained that "knowledge workers and service workers learn most when they teach."

It is imperative that we organize to build competency. Although it may seem obvious that people do their best when the work is critical to success, this principle is often lost in the day-to-day design of work. Your constituents can not act like owners and provide leadership if they fundamentally do not understand how your business, agency, company product, or program operates.

Foster the confidence to do well is crucial in the process of strengthening others. Just because individuals know how to do

See Contemplation on Page 4

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## Worth Your Time

Knowing that busy executives and mid-management personnel do not always have the time to peruse the Internet or issues of magazines and journals in search for that elusive article containing information well-worth the reading, *The MBA Dispatch*, has begun a new column, "Worth Your Time" which will appear periodically in issues of this publication.

The column will simply provide a brief introduction to the article we think would be of interest to our readers and provide a hyperlink to the article so that it can be read on-line.

The article having the distinction of being the first to have a link from this column is "The 11 Leadership Secrets You've Never Heard About" by August Turak and appeared in Forbes Magazine. To read the article, [click here](#).

## Quote to Remember

**"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand." ~ General Colin Powell**



## Contemplation (Continued from Page 1)

something does not necessarily mean that they will do it. Enabling others to act is not just a practice or technique. It is a key step in a psychological process that affects individuals' intrinsic need for self-determination. Feeling confident that we can adequately cope with events, situations, and people we confront puts us in a position to exercise leadership. Without sufficient self-confidence, people lack the conviction for taking on tough challenges.

When faced with difficult performance standards, managers who believe that decision making is an acquirable skill continue to set challenging goals for themselves, use good problem-solving strategies, and foster organizational productivity. Their counter-parts, who believe that decision-making is latent (that is, you either have it or you don't) lose confidence in themselves over time as they encounter difficulties. A study of entry-level accountants revealed that those with the highest self-confidence were rated ten months after employment. Their level of self-confidence was a stronger predictor of job performance than the actual level of skill or training they had received before they were hired.

Both experience and research tells us that having confidence and believing in your ability to handle the job, no matter how difficult, is essential in promoting and sustaining consistent efforts.

Leaders actively seek out ways to increase choice, providing greater decision-making authority and responsibility for their constituents. Leaders act as coaches, helping others learn how to use their skills and talents, as well as learn from their experience.

When leaders coach, educate, enhance self-determination, and otherwise share power with others, they are demonstrating profound trust in and respect for others' abilities. When leaders help others to grow and develop, that help is reciprocated. People who feel capable of influencing their leaders are more strongly attached to those leaders and more committed to effectively carrying out their responsibilities. They own their jobs.

Great leaders know that coaching, evaluating and developing people is not a once per year process. "Enabling others to act" is a continual, on-going process.

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### Quotes to Remember

**"My responsibility is getting all my players playing for the name on the front of the jersey, not the one on the back." ~ Unknown**

**"Leadership is unlocking people's potential to become better." ~ Bill Bradley**

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## Self-Defense (Continued from Page 1)

As participants work their way through the continuum of force presented during this highly interactive workshop, they will use their sensory and motor skills as they walk, talk, strike and kick their way out of challenging and realistic situations and walk away from the workshop with experience in defense tactics they can use to respond to an assault.

A registration form, the location and the cost of the training appear on page 7 of this issue of the *The MBA Dispatch*.

## Hencerling (Continued from Page 1)

criminal justice and in the Victoria Police Academy at Victoria College and has served on numerous boards at both the state and local level. She has served as President of the Texas Institute on Children and Youth.

Hencerling has been the recipient of the 2001 Juvenile Justice Association of Texas' "Outstanding Achievement in Probation Award", the 2004 Texas Institute on Children and Youth's "Clayton Morrison Award" for outstanding service to the children of Texas and the 2008 Texas Probation Association's "Amador R. Rodriguez Award" for outstanding juvenile probation administrator.

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### ASSOCIATIONAL CONFERENCES

#### Texas Probation Association



**2015 Annual Conference**, Austin, Texas  
April 12-15, 2015.

**2015 Legislative Conference**, Houston,  
Texas, August 9-12, 2015

Contact Kathleen Gilbert at 936-294-1073  
or [kgilbert@shsu.edu](mailto:kgilbert@shsu.edu).

#### Texas Corrections Association



**2014 Mid-Winter Conference**, Austin,  
Texas, November 20-21, 2014.

**2015 Annual Conference**, San Antonio,  
Texas, June 5-8, 2015.

Contact Chuck Space at [space@epci.com](mailto:space@epci.com) or 512-346-5820.

#### Juvenile Justice Association of Texas



**2015 Spring Conference**, San Antonio, Texas,  
April 19-22, 2015

**2015 Fall Conference**, College Station, Texas,  
October 18-21, 2015.

Contact Deborah Trotter at [Deborah.trotter@co.travis.tx.us](mailto:Deborah.trotter@co.travis.tx.us) or  
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# MBA REGIONAL TRAINING OPPORTUNITIES

(Registration Form at Bottom of Page)

**MBA Regional Training Event, November 18, 2014 – Self Defense for Probation Personnel.** Longview, Texas, (Hosted by Gregg County CSCD). For information contact us at [info@melbrown.org](mailto:info@melbrown.org) or 936-273-0919.

**8:30 am – noon** *I WILL SURVIVE!* Making the Continuum of Force “Come Alive!

**1:30 pm – 5 pm** *I WILL SURVIVE!* (Continued)

**MBA Regional Training Event, November 19, 2014 – Self Defense for Probation Personnel.** Longview, Texas, (Hosted by Gregg County CSCD). For information contact us at [info@melbrown.org](mailto:info@melbrown.org) or 936-273-0919. **Note the November 19 workshop is a repeat, not a continuation, of the November 18 workshop.**

**8:30 am – noon** *I WILL SURVIVE!* Making the Continuum of Force “COME ALIVE!”

**1:30 pm – 5 pm** *I WILL SURVIVE!* (Continued)

### November 18, 2014

Training Site

Gregg County CSCD

103 W. Whaley,

Longview, Texas

Hosted by Gregg County CSCD

**Early Registration Ends**

**10/17/14**

### November 19, 2014

Training Site

Gregg County CSCD

103 W. Whaley,

Longview, Texas

Hosted by Gregg County CSCD

**Early Registration Ends**

**10/17/14**

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## MBA REGIONAL TRAINING

**“I Will Survive: Making the Continuum of Force Come Alive!”**

Early Registration

\$100.00

Regular Registration

\$120.00

Date for which you are registering: \_\_\_\_ November 18th \_\_\_\_ November 19th

**Note: Please wear loose fitting clothes and tennis shoes for this training.**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Department: \_\_\_\_\_

Street Address \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_ Zip \_\_\_\_\_ E-Mail Address \_\_\_\_\_

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# MBA REGIONAL TRAINING OPPORTUNITIES

(Registration Form at Bottom of Page)

**How to Be a Super Supervisor** November 3-4, 2014, Georgetown, Texas (Hosted by Williamson County Juvenile Probation Department) for additional information, contact us at [info@melbrown.org](mailto:info@melbrown.org) or 936-273-0919.

**November 3, 2014**

**8:30 – Noon** Developing Credibility as a Supervisor  
**1:30 – 5 pm** Making Your Meetings More Productive

**November 4, 2014**

**8:30 – Noon** Using Performance Appraisals to Actually Increase Performance  
**1:30 – 5 pm** Assessing and Addressing Performance Problems

**November 3-4, 2014**

**Training Site**  
**Williamson County**  
**Juvenile Services Center**  
**200 Wilco Way**  
**Georgetown, Texas**  
**Hosted by Williamson County JPD**  
**Early Registration Ends**  
**10/3/14**

**Executive Leadership and Management Skills for Directors and Assistant Directors of Small to Medium Size Departments, January 12-13, 2015**, Crockett, Texas (Hosted by Houston County Juvenile Probation Department). For additional information contact us at [info@melbrown.org](mailto:info@melbrown.org) or 936-273-0919.\*

**January 12, 2015**

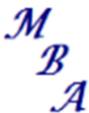
**8:30 – noon** Developing Credibility as a Leader  
**1:30 – 5 pm** How to Sell Your Ideas to Judges, Commissioners and other Decision Makers

**January 13, 2015**

**8:30 – noon** Making Your Meetings More Productive  
**1:30 – 5 pm** Assessing and Addressing Performance Problems

**January 12-13, 2015**

**Training Site**  
**Crockett Civic Center**  
**1100 Edminston Drive**  
**Crockett, Texas**  
**Hosted by Houston County JPD**  
**Early Registration Ends**  
**12/12/14**



## MBA REGIONAL TRAINING

Early Registration  
\$200.00

Regular Registration  
\$250.00

Training for which you are registering:    \_\_\_ Georgetown, Tx    \_\_\_ Crockett, Tx

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Department: \_\_\_\_\_

Street Address \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip \_\_\_\_\_ E-Mail Address: \_\_\_\_\_

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**PREA** (Continued from Page 1)

PREA standards, which were finalized by the DOJ in June 2012, establish strict requirements for facilities to ensure safeguards are in place to provide for the sexual safety of those housed in prisons, jails, and juvenile detention and corrections centers. The Victoria facility voluntarily requested the PREA audit in January 2014 in an effort to comply with federal law and to improve and increase awareness of its zero tolerance policy within the facility to youth, staff, volunteers and contractors.

Texas Juvenile Justice Department Executive Director David Reilly lauded the Victoria County Juvenile Probation Department and the Juvenile Board for being the first Texas County to voluntarily undergo this important examination.

“The sexual safety of youth in our juvenile facilities in an important issue both here in Texas and across the nation,” Reilly said. “I appreciate the leadership of Chief Hencerling and her juvenile board and hope others will follow their example. It’s great to see Victoria County be a leader in this important field.”

Victoria County Juvenile Probation Chief Pama Hencerling cited the work of her staff, including Assistant Chief Kelly Arnecke, Facility Administrator Lynette Acuna, PREA Coordinator Regina Perez and Intake Officer Debra Tomas as well as numerous other staff that assisted, for their thorough and detailed work in preparing the facility for this important audit.

“The Victoria County Juvenile Probation Department began preparing for this audit in January 2013 and our entire staff has worked diligently to ensure our readiness,” Hencerling said. “PREA certification demonstrates our continued commitment to operating a safe and secure facility for our residents and staff.”

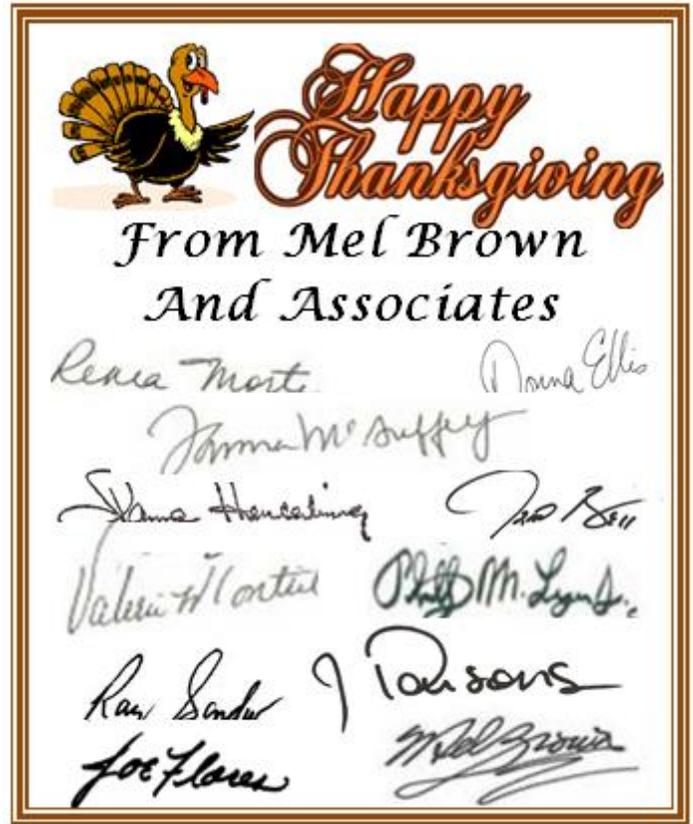
Hencerling said the PREA desk audit began in March 2014 and concluded August 21, 2014. Federal auditors were at the facility for two days. For juvenile facilities, there are approximately 182 standards that must be met to be considered PREA compliant. “Not only did we meet compliance in all areas, we exceeded in five of those areas.”

**Rangel** (Continued from Page 1)

as Director of the Angelina County Community Supervision and Corrections Department, Director of the Montgomery County Residential Treatment Center and Supervisor of Field Service for the Montgomery County Juvenile Probation Department.

Rangel is a Life Member and a Past-President of the Texas Probation Association and a former member of the American Probation and Parole Association and the American Correctional Association.

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**Continued from left hand column**

Rangel’s academic credentials include a bachelor’s degree in criminology and corrections and a master’s degree in criminal justice management from SHSU.

In responding to his appointment, Rangel stated, “It is an honor to be appointed to the Board of Pardons and Parole and I look forward to continuing to serve the citizens of Texas at this new level.”

**Caldwell** (Continued from Page 1)

Bradley Henry said, “This is a great course. It challenges you to think about your organization’s structure and what everyone brings to the table.”

Elisa Moya Mireles said, “The facilitator was enthusiastic and made sense. It was easy to follow and understand. I loved the participation in class.”

Morgan Petty responded to the course by saying, “It is empowering to understand leadership and how it relates to the workplace and home. The video was amazing.”

MBA provides in-house training for departments and also sets up regional training for departments with one of the participating agencies serving as the host agency. For information on securing training for your department or on serving as a host agency, contact Mel Brown and Associates at 936-273-0919 or info@melbrown.org.