Report on the Findings of the Department of Criminal Justice Services Constituent Survey

February 2012

Table of Contents

EXECUTIVE SUMMARY

Background

The Department of Criminal Justice Services (DCJS) is charged with the planning and operation of programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole (§9.1-102 of the Code of Virginia). Its primary constituents are local and state criminal justice agencies and practitioners, private agencies, private security practitioners and businesses, and the public-at-large. Other constituents include local governments and state agencies, the federal government and advocacy groups/associations.[1]

In the spring of 2011, DCJS asked its constituents to participate in a short survey to find out what the agency is doing well and where it may need to improve. The constituents were asked questions about their concerns and issues and about the value and quality of DCJS services they received in calendar year 2010.

Response Rate

An email was sent to each constituent with information on how to access the online survey. Of the 8,396 constituents that were sent an email invitation to participate in the survey:

- 1,076 responses were received resulting in an overall response rate of 13%.

Responses were organized into two groups: those received from Government/Government-related/Non-profit constituents and those received from Regulatory Program constituents.

- The response rate of the Government/Government-related group was 33%.

This group consisted of constituents such as: Commonwealth's Attorneys; Community Corrections and Pre-Trial Services; Domestic Violence, Sexual Violence and Victim Witness Services Programs; Grants recipients; Juvenile Services Programs, including Court Appointed Special Advocate and Virginia Department of Juvenile Justice; Law Enforcement; Public Schools' Administration; Regional Jails; School Security Officers/Directors and Campus Security Officers/Directors; Violence Against Women Act programs; Virginia Prisoner Reentry Programs; and Virginia Criminal Justice Academies.

  o One-third (35%) of all respondents to the government/government-related constituent survey identified themselves as law enforcement.
  o One-fifth (20%) identified themselves as part of the victim services group.

- The response rate of the Regulatory Program group was 9%.

This group consisted of constituents such as: Private Security compliance agents and instructors; Bail Bondsmen and Bail Enforcement Agents; and Special Conservators of the Peace.

  o Over one-third (38%) of the respondents hold a private security registration credential in one or more categories.

- One-quarter (26%) have a certified compliance agent credential.

Bail bondsmen, bail enforcement agents and special conservators of the peace represented much smaller numbers of respondents to the survey.

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[1] www.dcjs.virginia.gov/about/ - 1-12-12

Survey Findings

Q1. What three issues are of the most concern to your organization right now?
Government and Government-related constituents

- The greatest concern for government/government-related constituents is funding and budget issues (29%).

Specifically cited were reductions in grant funding and state/local funds and budget cuts resulting in service cuts and operations. Staff-related issues (10%) were also a major concern, especially recruiting and retaining qualified personnel. Training (7%) content needs to be updated and specialized training should be more available. Also, the frequency and location of training is often problematic.

Regulatory program constituents

- DCJS-related issues (17%) were the most frequently cited concerns by Regulatory program constituents.

- The specific concerns most often cited involve issues of communication and timeliness.

Regulations/Compliance/Standards (15%) were the second most frequently cited issues, and primarily concerned ensuring compliance of the individuals and industries regulated by DCJS, updating and maintaining standards for those seeking registration and licensing, and staying informed of changes in laws and regulations. Investigation/Enforcement (13%) was the third most frequently cited and concerned improper business practices, non-compliance and unlicensed activity within the industry.

Q2. What three emerging issues do you think will be your organization's greatest concerns 5 – 10 years from now?
Government and Government-related constituents

- Funding and budget issues were cited as this group's greatest emerging concern.

Responses to the question about emerging issues mirrored the responses to current issues among the three most frequently cited issues (Funding/budget, Staff, and Training). Next most cited were concerns related to data/technology and resources/capacity. In regard to data/technology-related issues (4%), the ability to keep current with new technologies and capabilities in building or maintaining necessary data management systems were named as specific concerns.

Regulatory program constituents

- Business-related issues were cited as this group's greatest emerging concern.

The top emerging concerns among the Regulatory Program constituents primarily mirrored their current concerns. However, Costs/Fees appeared as the second top emerging concern, but was not included among the top five current concerns. Specific Cost/Fee concerns include inflation; the rising cost of insurance, taxes, and fees; and the generally increasing expenses involved with staying in business

Q3. Of the DCJS services you/your organization used in calendar year 2010, which services do you consider the most important to you/your organization?

Survey respondents were shown a list of services performed by DCJS and asked to select from the list the services they consider most important to them/their organization.

Government and Government-related constituents

- Funding and Training were selected as the most important services to the Government/Government-related group.

Of the services used by government and government-related constituents, funding and training were by far the services cited as most important (by 64% and 62% of the respondents, respectively). Certification and Accreditation (24% and 16%, respectively) were the next most frequently cited services.

Regulatory program constituents

- Training was selected as the most important service to the Regulatory program group.

Of the services used by private security services constituents, Training (49%), Registration (44%), Licensing (43%), and Certification (41%) were the services cited as most important by relatively close margins.

Q4. Please rate how well DCJS is performing each of the services that you selected as most important to you/your organization.

After respondents selected the services they consider most important to them/their organization, they were asked to rate how well DCJS is performing each of the services.

Government and Government-related constituents

- Accreditation was the most highly rated service by the Government/ Government-related group.

Accreditation was closely followed in ratings by Program-Specific Information/Technical Assistance, Certification, and Funding (grants). The lowest rated service was Information/Technical Assistance involving equipment, hardware, and/or software.

Regulatory program constituents

- Certification was the most highly rated service by the Regulatory program group.

The services selected as most important to private security constituents were also the highest rated services. Training, registration, licensing and certification received a rating score at or above the "more than satisfactory" score.

Q5. What suggestions would you offer for improving our services?

The following is a combined summary of the suggestions received from the Government and Government-related constituents and the Regulatory Program constituents:

Communication:

- Convey information about current issues
- Explain and clarify regulations
- Improve direct communication with constituents
- Increase public awareness about the groups that you assist and/or regulate
- Make staff more available to answer questions
- Provide more advocacy

Funding:

- Advocate for and help localities secure greater funding and resources
- Make funding decisions more equitable
- Provide for funding to existing programs (not just new programs)

Grants:

- Allow more budget autonomy and flexibility to address local funding needs
- Simplify application and reporting processes – too complicated and arduous

Regulations:

- Review/update regulations regularly
- Investigate complaints of illegal activity and non-compliance
- Make regulations for certification consistent with the industry
- Provide greater enforcement of regulations
- Exempt long-term agents from having to recertify
- Provide reciprocity with other states
- Allow one card for all registrations/certifications

Service:

- Coordinate background checks
- Consider a satellite office
- Customer assistance should be easier to access
- DCJS has many dedicated staff who are professional and helpful
- DCJS is a great model for other states
- Improve accuracy of records and processing of applications
- Increase knowledge and improve courtesy of customer services staff
- Provide for a staff person to answer the phone (get rid of the automated answering system)
- Provide more policy development support
- Return calls in a timely manner
- Simplify curriculum approval process
- Streamline your services

Staff:

- Cross-train staff
- Hire additional staff to improve services
- Improve customer services
- Provide more direct contact with constituents
- Reestablish DCJS organizational sections

Technology:

- Improve content and usability of website
- Improve/replace database record keeping systems
- Make better use of website
- Online services should be improved

Training:

- Be flexible with curriculum requirements
- Current training provided is excellent
- Eliminate caliber-specific and "quick draw" firearms trainings
- Ensure that training is relevant
- Expand training staff, locations and dates
- Increase variety of training topics and include specialized offerings

- Post current training schedules on website in a timely manner
- Provide online training courses
- Review existing training curricula-update and improve
- Stricter training standards

DCJS Response to Constituent Survey

After the survey responses were compiled and analyzed, the results were given to DCJS senior management for review and consideration. Management was asked to review the survey findings with their respective staff and employees, and then develop responses that would address the findings. Specifically, they were asked to identify what actions were already completed or in progress to address the issues cited by constituents, and what future actions were planned to do so.

Based on DCJS's review of the constituent survey findings, the responses to the findings were grouped into five categories:

- Maintain funding/control costs and fees

- Expand training

- Speed up processes/reduce delays

- Advance technology

- Improve communication and personal service

DCJS is also making efforts to understand and address constituent needs through its current strategic planning initiative. As part of this initiative, in March DCJS conducted a facilitated focus group meeting with individuals representing our major constituent groups. This meeting provided our constituents with another venue for telling us which services are most important to them, how we are delivering current services, what services we can deliver in the future, and what we can do to improve our service delivery.

This information, along with information gathered by our constituent survey, will provide us with important input about how we can better serve our constituent's needs as we lay the groundwork for DCJS activities in the next three to five years.

INTRODUCTION

Background

The Virginia Department of Criminal Justice Services (DCJS) is one of 14 agencies within the Secretariat of Public Safety and is charged with the planning and operation of programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole (§9.1-102 of the Code of Virginia). Its primary constituents are local and state criminal justice agencies and practitioners, private agencies, private security practitioners and businesses, and the public-at-large. Other constituents include local governments, state agencies, federal government and advocacy groups/associations.[2]

The agency is unique in state government because of its system-wide perspective on criminal justice. While it directs programs and services to each component of the system, it has an overarching responsibility to view the system as a whole, to understand how changes in one part of criminal justice will affect other parts, and to work to assure that plans and programs are comprehensive.[3]

To find out how well the agency's constituents feel their interests and needs are being served, the DCJS' Director requested that the Research Center develop and conduct a satisfaction survey to find out what the agency is doing well and where it may need to improve. Research Center staff consulted with staff from across the agency to refine and clarify the survey questions and anticipated responses.

What resulted were two surveys: one developed for the agency's government/government-related constituents and one developed for its private security services constituents. Both surveys generally asked the same questions about current issues, emerging issues and DCJS services. The surveys' questions are detailed in the next section of this report and both surveys are reproduced in the Appendix to this report.

Methodology

In March 2011, an email was sent to each DCJS constituent from Director Wheeler requesting their participation in the survey. The email provided information about why the survey was being conducted and how it could be accessed.

To participate in the survey, respondents were instructed to go to the agency's survey webpage. There, they were asked to select the survey that best related to them in their professional capacity.

Government/Government-related Survey — This version of the survey was developed for DCJS constituents from various government, government-related and non-profit agencies such as law enforcement, local programs, prosecution, corrections, etc.

Private Security Services Survey — This version of the survey was developed for DCJS' Regulatory Program constituents such as bail bondsmen, bail enforcement agents, special conservators of the peace, and private security officers such as compliance agents or private security instructors.

The first few questions of the survey were identification-related questions. The only identification question that respondents were *required* to answer asked them to identify which constituent group best represents them professionally, or in the case of the Regulatory Program constituents, to identify the primary DCJS credential that they hold.

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[2] www.dcjs.virginia.gov/about/ – 1-12-12
[3] Ibid.

Both respondent groups were asked to select only one option from a given list of possible constituent groups/credentials and were also provided the opportunity to provide their own write-in response. The other identification-related questions which asked for name, email, phone, etc. were optional.

After the identification-related section, the survey asked five questions:

1. What 3 issues are of the most concern to you/your organization right now?

2. What 3 emerging issues do you think will be your/your organization's greatest concerns 5 – 10 years from now?

3. Of the DCJS services you used in calendar year 2010, which service(s) do you consider the most important to you/your organization?

4. Please rate how well DCJS is performing each of the services that you selected as most important to you/your organization? (5 point scale with 5 = excellent service, 4 = good, 3 = satisfactory, 2 = less than satisfactory, 1 = poor service)

5. What suggestions would you offer for improving our services?

(To review the complete list of survey questions and response options, see the appendix at the end of this report.)

The survey period was five weeks. The initial request to participate in the survey went out March 16, 2011; on April 6, a targeted email reminder was sent to constituents we had not yet heard from; and the survey period ended on April 20, 2011.

Response Rate

The request from Director Wheeler was emailed to approximately 8,300 agency constituents asking for their participation in the survey. About 7,000 of those asked to take the Private Security Services (PSS) survey were DCJS's Regulatory Program constituents including:

- Bail Bondsmen and Bail Enforcement Agents
- Private Security compliance agents and instructors
- Special Conservators of the Peace (SCOP)

And about 1,300 of those asked to take the Government and Government-Related survey were DCJS's government, programs, and non-profit constituents including:

- Commonwealth's Attorneys
- Community Corrections and Pre-Trial Services (CC/PTS)
- Domestic Violence (DV), Sexual Violence (SV) and Victim Witness (VW) Services Programs
- Grants recipients
- Juvenile Services Programs, including Court Appointed Special Advocate (CASA) and Virginia Department of Juvenile Justice (DJJ)
- Law Enforcement
- Public Schools' Administration (PS Admin)
- Regional Jails
- School Security Officers/Directors (SSO/D) and Campus Security Officers/Directors (CSO/D)
- Violence Against Women Act programs (VSTOP)
- Virginia Criminal Justice Academies
- Virginia Prisoner Reentry Program (PAPIS)

By the survey's end just over 1,000 constituents had responded.

Responses Received to the DCJS Constituent Survey			
Constituent Group	**Number of invitations sent**	**Number of responses received**	**Response Rate**
Government/Government-Related	1309	426	33%
Regulatory Programs (PSS)	7087	650	9%
Total	**8396**	**1076**	**13%**

Description of Respondents

Those responding to the government/government-related constituent survey identified themselves as belonging to the following constituent groups:

Government/Government-Related Constituents		
Constituent Group Type	**Number of Respondents**	**Percent of Respondents**
Law Enforcement	147	35%
Victims Services (including DV/SV/VW/VSTOP)	86	20%
Schools (PS Admin, SSO/D, CSO/D)	32	8%
Commonwealth's Attorneys	31	7%
Correctional (including PAPIS and CC/PTS)	29	7%
Juvenile (including DJJ and CASA)	26	6%
Criminal Justice Training Academies	23	5%
Government (federal, state, local)	22	5%
Regional Jails	7	2%
Other	*23*	*5%*
Total	**426**	**100%**

One-third (35%) of all respondents to the government/government-related constituent survey identified themselves as law enforcement and one-fifth (20%) identified themselves as a victim services constituent.

Those responding to the private security services survey identified the primary DCJS credential that they hold as follows:

Regulatory Program Constituents		
Constituent Group Type	**Number of Respondents**	**Percent of Respondents**
Private Security Registration (held in one or more categories)	248	38%
Certified Compliance Agent	170	26%
Certified Private Security Instructor	52	8%
Bail Bondsman	50	8%
Special Conservator of the Peace	40	6%
Bail Enforcement Agent	11	2%
Other	*79*	*12%*
Total	**650**	**100%**

Over one-third (38%) of the respondents to the Private Security Services constituent survey hold a private security registration credential in one or more categories and one-quarter (26%) have a certified compliance agent credential. Certified private security instructors, bail bondsmen, bail enforcement agents and special conservators of the peace represented much smaller numbers of respondents to the survey.

Report on the Government/ Government-Related Survey Responses

Q1. What three issues are of the most concern to your organization right now?

Survey respondents were asked what three issues are of the most concern to their organization right now. Their answers were provided in an open-ended narrative format. A total of 1,109 responses were received. Responses were coded by their primary content, analyzed and reported, and the top five are shown in the table below.

Current Issues of Concern – Government/Government-Related Constituents		
Current Issue	**Number of Responses**	**Percent of Responses**
Funding, Budget, Fiscal Concerns	371	33%
Staff-related	133	12%
Training	95	9%
Safety/Security	51	5%
DCJS Performance/Responsibility	47	4%

Other issues of concern were: Resources/Capacity (3%); Illegal Drugs (3%); Data/Technology-related (2%); Gang-related (2%); Regulations/Laws (2%); Student Behavior (2%); Certification (1%); Crime/Violence (1%); Mental Health (1%); Community Relations (<1%); and Grants (<1%). Additionally there were constituent-specific responses (19%).

Not unexpectedly, the greatest concern currently for government and government-related constituents involves funding and budget concerns. Specifically cited were reductions in grant funding and state/local funds, budget cuts resulting in service cuts and operations, effects on staff salaries and the ability to train staff, cash matches, and equipment. Staff-related issues were also a major concern, especially recruiting and retaining qualified personnel. Regarding training issues, constituents said there is a need for updated and specialized training, and that the frequency and location of training is often problematic. Government and government-related constituents also voiced concerns about DCJS performance/responsibility with various databases such as ACE and TREX, a need for greater advocacy from DCJS in support of programs, a desire for a more user-friendly/useful DCJS website, better customer service, and organizational consistency.

Next, the issues most frequently offered by each of the various constituent groups were examined. The top issues for each government/government-related constituent group are shown below.

Commonwealth's Attorneys
1. Funding, Budget, Fiscal Concerns
2. Staff-related
3. Other: such as, Court issues like scheduling, magistrates/judges, victim cooperation, timely forensic exam results, deferred dispositions, accuracy in state reporting, drug case issues

Correctional (including PAPIS, CC/PTS, regional jails)
1. Funding, Budget, Fiscal Concerns
2. Other: such as, bail bonds issues with pretrial, offender supervision, need for offender/defendant services, correctional officer restrictions, crowding, local support, reentry issues

Government (federal, state, local)
1. Other: such as, diversion for mentally ill, resources, transportation, youth services, school readiness, partnerships, geographic information systems (GIS), enforcement/compliance, education
2. Funding, Budget, Fiscal Concerns

Juvenile (including DJJ and CASA)
1. Other: such as, alternatives to incarceration, CASA resource concerns, DJJ classification system, family issues, gender appropriate services, increases in abuse/neglect, minority overrepresentation
2. Funding, Budget, Fiscal Concerns

Law Enforcement
1. Funding, Budget, Fiscal Concerns
2. Staff-related
3. Training

Schools (PS Admin, SSO/D, CSO/D)
1. Student Behavior
2. Safety/Security
3. Other: such as, crisis agenda, fingerprint checks of staff, outside problems brought in, problems with electronic media, anger management, custody issues, families, parents

Criminal Justice Training Academies
1. DCJS Performance
2. Funding, Budget, Fiscal Concerns
3. Training

Victim Services (including DV/SV/VW/VSTOP)
1. Funding, Budget, Fiscal Concerns
2. Other: such as, accreditation, community relations and response, court issues, domestic violence issues, enforcement of victims' rights, need for forensic nurses, relationships with LE/legal representatives.

When examining the top concerns by specific constituent groups, all groups except schools have funding and budget concerns as their first or second greatest concern. Schools' top concerns were focused on safety-related issues such as student behavior, especially bullying and overall school safety. Law enforcement also identified training as a top concern, particularly the need for more specialized training. The criminal justice training academies named DCJS performance as a top issue, specifically the need to improve ACE and TREX by merging them into one system, and the need for more continuity and availability of DCJS staff. Each of the groups also discussed issues specific to their operation, some of which are cited above.

Q2. What three emerging issues do you think will be your organization's greatest concerns 5 – 10 years from now?
Survey respondents were asked what three emerging issues they thought would be their organization's greatest concerns 5 – 10 years from now. Their answers were provided in an open-ended narrative format. A total of 925 responses were received. Responses were coded by their primary content and the top five are reflected in the following table.

Emerging Issues of Concern – Government/Government-Related Constituents		
Emerging Issue	**Number of Responses**	**Percent of Responses**
Funding, Budget, Fiscal Concerns	298	32%
Staff-related	127	14%
Training-related	59	6%
Data/Technology-related	47	5%
Resources/Capacity	41	4%

Other emerging issues included: Crime/Violence (3%); Illegal Drugs (3%); Safety/Security (3%); Community Relations (2%); Gang-related (2%); Regulations/Law (2%); DCJS Performance/Responsibility (1%); Interagency Coordination (1%); Maintaining Services (1%); Mental Health (1%); Certification (<1%); and Student Behavior (<1%). Additionally there were constituent-specific responses (20%).

Responses to the question about emerging issues mirrored the responses to current issues among the three most frequently cited issues. However, concerns related to data/technology and resources/capacity were frequently cited as emerging issues. In regard to Data/Technology-related issues, respondents cited concerns about their ability to keep current with new technologies, and their capability in building or maintaining data management systems that can keep up with data collection requirements or manage integrated case files. Resources/Capacity concerns involve increasing size of caseloads, the need for more diversion/detention space, and difficulty in meeting community needs.

Next, the emerging issues most frequently offered by each of the various constituent groups were examined. The top issues for each constituent group are shown below.

Commonwealth's Attorneys
1. Funding, Budget, Fiscal Concerns
2. Staff-related
3. Other: such as, judicial realignment, reduced diversion, enforcement of regulations/laws, updates in law/budget, evidence-based practices (EBP), domestic violence against males, elderly abuse

Correctional (including PAPIS, CC/PTS, regional jails)
1. Other: such as, inmate education, inmate health care, increase in inmate population, inmate violence, effects of leadership changes, local services
2. Funding, Budget, Fiscal Concerns

Government (federal, state, local)
1. Funding, Budget, Fiscal Concerns
2. Other: such as, violent offender population, emergency response to disasters, immigration-related/language barrier, juvenile recidivism, housing and employment

Juvenile (including DJJ and CASA)
1. Other: such as, diversion services, reentry, EBP, immigration-related issues/language barriers, Board development, injury, insufficient services, intervention, judicial district
2. Funding, Budget, Fiscal Concerns

Law Enforcement
1. Funding, Budget, Fiscal Concerns
2. Staff-related

Schools (PS Admin, SSO/D, CSO/D)
1. Other: such as, balancing rights/safety, economic effects, establishing a police department, meeting service needs, emergency response preparedness, prevention support, terrorism
2. Funding, Budget, Fiscal Concerns

Criminal Justice Training Academies
1. Funding, Budget, Fiscal Concerns
2. Training

Victim Services (including DV/SV/VW/VSTOP)
1. Funding, Budget, Fiscal Concerns
2. Other: such as, reentry support, Hispanic services, language barriers, victimization of immigrants, juvenile employment, crime prevention, accreditation, victim compensation claims process

When examining the top emerging concerns by specific constituent groups, again all groups (including schools) named funding and budget concerns as their first or second greatest concern. Training and Staff-related concerns were also cited in addition to issues that concern each group's specific operations, some of which are cited above.

Q3. Of the DCJS services you/your organization used in calendar year 2010, which services do you consider the most important to you/your organization? (Select up to 3)

Survey respondents were shown a list of services performed by DCJS and asked to select from the list *up to 3 services* they consider most important to them/their organization. The table below shows the number and percentage of respondents that selected each DCJS service.

DCJS Services Selected as "Most Important" in CY 2010 – Government/Government-Related Constituents		
DCJS Services	**Number of Respondents**	**Percent of Respondents**
Funding (grants)	274	64%
Training	263	62%
Certification	100	24%
Accreditation	66	16%
Information/Technical Assistance – Laws/Regulations	59	14%
Information/Technical Assistance – Program-specific	54	13%
Information/Technical Assistance – Equipment/Hardware/Software	51	12%
Information/Technical Assistance – Policy/Planning	38	9%
Information/Technical Assistance – Pending Legislation	33	8%
Other	*17*	*4%*

Of the services used by government and government-related constituents in calendar year 2010, Funding (grants) and Training were by far the services cited as most important (by 64% and 62% of the respondents, respectively).

Certification and Accreditation (24% and 16%, respectively) were the next most frequently cited services. This probably reflects the large proportion of law enforcement respondents to the survey.

Q4. Please rate how well DCJS is performing each of the services that you selected as most important to you/your organization.

Next, the respondents were shown the services that they selected in the previous question and were asked to rate how well DCJS is performing each of the services. They were asked to use the following rating scale:

    5 = excellent service
    4 = more than satisfactory service
    3 = satisfactory service
    2 = less than satisfactory service
    1 = poor service

The ratings given to each service category were then summed and averaged, resulting in a "rating score" for each of the services performed by DCJS. The rating scores are displayed in the table below. *(The higher the score, the higher the service was rated.)*

DCJS Services Performance Rating – Government/Government-Related Constituents	
DCJS Services	**Rating Score**
Accreditation	4.37
Information/Technical Assistance – Program-specific	4.10
Certification	4.09
Funding (grants)	4.02
Training	3.81
Information/Technical Assistance – Laws/Regulations	3.74
Information/Technical Assistance – Policy/Planning	3.65
Information/Technical Assistance – Pending Legislation	3.59
Information/Technical Assistance – Equipment/Hardware/Software	3.48

Accreditation was the most highly rated service among those services used in calendar year 2010, closely followed by Program-Specific Information/Technical Assistance, Certification, and Funding (grants). The lowest rated service was Information/Technical Assistance involving equipment, hardware, and/or software. This rating may reflect some of the VITA-related service disruptions that affected DCJS networks and databases in 2010. Although this service was the lowest rated, it still scored above the satisfactory rating.

Q5. What suggestions would you offer for improving our services?

The survey respondents were asked to provide suggestions that they thought would help improve DCJS services. These suggestions were provided in an open-ended narrative format. Government and government-related constituents offered 234 comments and suggestions. These were reviewed, coded by general content, and analyzed for the most frequent types of comments offered. A summary of the comments is organized by seven general categories.

Communication
- Improve direct communication with constituents by initiating regular contact with grantees and programs
- Make staff more available to answer questions
- Provide more advocacy for existing successful programs and for public safety in general

Funding
- Advocate for and help localities secure greater funding and resources
- Make funding decisions more equitable for smaller departments and localities
- Provide for funding to existing programs instead of just seed money for new programs

Grants
- Application and reporting processes are often complicated and arduous
- More autonomy and flexibility to address local needs

Service
- DCJS has many dedicated staff that are professional and helpful
- Generally great service from DCJS
- Maintain, don't reduce, DCJS staff level
- Provide more policy development support
- Streamline your services
- Would like faster response/call back from staff and improved phone system

Staff
- DCJS needs additional staff to improve its services, no more staff cuts
- Reestablish DCJS organizational sections

Technology
- Make better use of website to provide needed information and assistance
- Need to improve/replace database/record keeping systems such as TREX, ACE, CIMS

Training
- Make training more available locally/regionally
- Need more specialized training
- Provide access to online training

Report on the Private Security Services Survey Responses

Q1. *What three issues are of the most concern to you/your organization right now?*

Private security services survey respondents were asked what three issues are of the most concern to them/their organization right now. Their answers were provided in an open-ended narrative format. A total of 1,185 responses were received. Responses were coded by their primary content and the top five are reflected in the table below.

Current Issues of Concern – Regulatory Program Constituents		
Current Issue	**Number of Responses**	**Percent of Responses**
DCJS-related	199	17%
Regulations/Compliance/Standards	182	15%
Investigations/Enforcement	151	13%
Training	119	10%
Business-related	109	9%

Other issues of concern were: Costs/Fees (8%); Staff-related (6%); Employment (3%); Economy (2%); Safety (2%); Reciprocity (1%); Firearm-related (1%); Crime (1%); Technology (1%); and Other (10%).

DCJS-related issues were the most frequently cited concerns by the Regulatory Program constituents. The specific issues that were mentioned varied, but the most often cited were communication and timeliness. Communication issues included problems contacting DCJS staff on the phone and the phone system used, receiving updates/news about industry changes and trends, and notification of meetings/events/trainings. Timeliness issues dealt mostly with the processing of license and registration applications/renewals.

Regulations/Compliance/Standards were the second most frequently cited issues. These primarily concerned ensuring compliance of the individuals and industries regulated by DCJS, the need for updating and maintaining standards for those seeking registration and licensing, and the desire to stay informed of changes in laws and regulations that affect those working in the industry.

Investigation/Enforcement concerns included improper business practices, non-compliance and unlicensed activity among actors in these industries that affect the bottom line of those acting appropriately. Training issues reflected the desire for more access to training and for more variety and specialization of training content. Business-related concerns mentioned were related to overall issues related to growth and competition, specifically competition with out-of-state companies and government-funded pretrial services programs.

Next, the issues most frequently offered by each of the various constituent groups were examined. The top issues for each constituent group are shown below.

Bail Bondsman
1. Investigations/Enforcement
2. Business-related
3. Regulations/Compliance/Standards

Bail Enforcement Agent
1. Regulations/Compliance/Standards
2. DCJS-related
3. Business-related

Compliance Agent
1. DCJS-related
2. Regulations/Compliance/Standards
3. Investigations/Enforcement

Private Security Instructor
1. DCJS-related
2. Training
3. Regulations/Compliance/Standards

Private Security Registration
1. Regulations/Compliance/Standards
2. DCJS-related
3. Investigation/Enforcement

Special Conservator of the Peace
1. Training
2. DCJS-related
3. Regulations/Compliance/Standards

Regulations/Compliance/Standards were a top concern among all of the Regulatory Program constituents. DCJS-related issues were also a top concern among all of the Regulatory Program constituents except for Bail Bondsmen. Their top issue of Investigation/Enforcement reflects their concerns about investigations of complaints, enforcement of current regulations, and their conflict with state-funded pretrial services programs and how it impacts their profession. SCOPs top concern involved Training, especially the variety of training and difficulties in accessing training.

Q2. What three emerging issues do you think will be your/your organization's greatest concerns 5 – 10 years from now?

Survey respondents were asked what three emerging issues they thought would be their organization's greatest concerns 5 – 10 years from now. Their answers were provided in an open-ended narrative format. A total of 764 responses were received. Responses were coded by their primary content and the top five are reflected in the table below.

Emerging Issues of Concern – Regulatory Program Constituents		
Emerging Issue	**Number of Responses**	**Percent of Responses**
Business-related	103	13%
Costs/Fees	101	13%
Regulations/Compliance/Standards	90	12%
DCJS-related	77	10%
Training	75	10%

Other emerging issues included: Staff-related (9%); Investigation/Enforcement (9%); Technology (6%); Crime (4%); Safety (3%); Economy (2%); Employment (1%); Reciprocity (1%); Firearm-related (1%); Other (7%)

The top five emerging concerns among the Regulatory Program constituents had some similarity to the top five current concerns previously discussed. However, Costs/Fees appeared as the second top emerging concern but was not included among the top five current concerns. Specific Cost/Fee concerns cited include inflation; the rising cost of insurance, taxes, and fees; and the generally increasing expenses involved with staying in business.

Next, the emerging issues most frequently offered by each of the various constituent groups were examined. The top issues for each specific constituent group are shown below.

Bail Bondsman
1. Business-related
2. Regulations/Compliance/Standards
3. Investigation/Enforcement (tied)
    DCJS-related (tied)

Bail Enforcement Agent
1. DCJS-related
2. Regulations/Compliance/Standards (tied)
     Costs/Fees (tied)
     Business-related (tied)

Compliance Agent
1. Business-related
2. Costs/Fees
3. Training

Private Security
1. Regulations/Compliance/Standards
2. Costs/Fees
3. Staff-related

Private Security Instructor
1. Training
2. Costs/Fees
3. DCJS-related

Special Conservator of the Peace
1. Crime
2. DCJS-related
3. Training

Costs/Fees and DCJS-related issues are top emerging concerns among most of the Regulatory Program professionals with Regulations/Compliance/Standards, Training, and Business-related issues also among the most frequently cited concerns. Investigation/Enforcement again turned up among Bail Bondsmen, Staff-related issues were cited as a top emerging concern among Private Security Registrants, and Crime was the top emerging concern for SCOPs.

3. Of the DCJS services you used in calendar year 2010, which service was most important to you?
Survey respondents were shown a list of services performed by DCJS and asked to select *up to 3 services* from the list that they considered most important to them/their organization in CY 2010. The following table shows the number and percentage of respondents that selected each DCJS service.

DCJS Services Selected as "Most Important" in CY 2010 – Regulatory Program Constituents		
DCJS Regulatory Service	Number of Respondents	Percent of Respondents
Training	310	48%
Registration	285	44%
Licensing	278	43%
Certification	265	41%
Information/Tech Assistance – Laws/Regulations	107	16%
Information/Tech Assistance – Pending Legislation	42	6%
Information/Tech Assistance – Equipment/Hardware/Software	30	5%
*Other**	*42*	*6%*

Other services included: information/forms; Osprey; research

Of the services used by private security services constituents in CY 2010, Training, Registration, Licensing, and Certification were the services cited as most important by relatively close margins. The Information/Tech Assistance services were ranked as less important.

Q4. Please rate how well DCJS is performing the service/each of the services that you selected as most important to you/your organization.

Next, the respondents were shown the services that they selected in the previous question and were asked to rate how well DCJS is performing each of the services. They were asked to use the following rating scale:

5 = excellent service
4 = good service
3 = satisfactory service
2 = less than satisfactory service
1 = poor service

These ratings were then summed and averaged, resulting in a "rating score" for each of the services performed by DCJS. The rating scores are displayed in the table below. *(The higher the score, the higher the service was rated.)*

DCJS Services Performance Rating	
DCJS Services	Rating Score
Certification	4.11
Training	4.05
Registration	4.02
Licensing	3.99
Information/Tech Assistance – Laws/Regulations	3.53
Information/Tech Assistance – Equipment/Hardware/Software	3.50
Information/Tech Assistance – Pending Legislation	2.88
Other	2.42

The four services rated as most important to Regulatory Program constituents during CY 2010 were also the services rated the highest. All four received a rating score essentially at or above "more than satisfactory." Despite significant service disruptions for these constituents in fall of 2010 due to VITA's service problems, Information/Tech Assistance – Equipment/Hardware/Software received a rating score above "satisfactory."

Q5. What suggestions would you offer for improving our services?

The survey respondents were asked to provide suggestions that they thought would help improve DCJS services. These suggestions were provided in an open-ended narrative format. Regulatory Program constituents offered 510 comments and suggestions. These were reviewed, coded by general content, and analyzed for the most frequent types of comments offered. A summary of the comments is organized by six general categories.

Communication
- Communicate changes and current issues
- Explain and clarify regulations
- Improve communication between DCJS and various fields; address constituent concerns
- Improve electronic communication; provide a staff contact directory by specific topics/functions
- Increase public awareness about the groups that you regulate
- Meet with and listen to your constituent groups statewide; reach out to agencies

Regulations
- Review regulations regularly – there are too many and they need updating
- Investigate complaints of illegal activity and non-compliance
- Make certification regulations consistent with the industry and require them less frequently
- Provide greater enforcement of regulations; monitor compliance
- Exempt long-term agents from having to recertify
- Provide reciprocity with other states
- One card for all registrations/certifications

Service
- Assistance should be easier to access
- Coordinate background checks
- Consider a satellite office (Washington DC, Tidewater)
- DCJS is a great model for other states
- Great service from DCJS; services have improved
- Improve accuracy of records, payments, list of bondsmen
- Improve knowledge and courtesy of customer services staff
- Improve processing of applications, make timelier
- Keep listening to constituents/asking them for input
- Provide a live human to answer the phone; return calls in a timely manner
- Provide lists of legitimate security companies, local minority vendors, registered investigators, licensees
- Streamline curriculum approval

Staff
- Add more staff, particularly phone staff, enforcement staff, training inspectors, and investigators
- Cross-train staff
- Improve customer services; more direct contact with constituents
- Increase staff to better manage services (no more staff cuts)
- Staff are helpful, knowledgeable

Technology
- Improve content and usability of website
- Improve database system and system speed
- Online services should be improved
- Provide more online services

Training
- Add more training staff
- Be flexible with curriculum requirements
- Current training provided is excellent
- Eliminate caliber specific and "quick draw" firearms trainings
- Ensure that training is relevant and first-rate
- Expand training locations and dates
- Increase variety of training topics, provide specialized offerings
- List current training programs on website, post training schedules in a timely manner
- Provide online training
- Review existing training curricula; update and improve
- Stricter training standards

DCJS Response to Constituent Survey

After the survey responses were compiled and analyzed, the results were given to DCJS senior management for review and consideration. Management was asked to review the survey findings with their respective staff and employees, and then develop responses that would address the findings. Specifically, they were asked to identify what actions were already completed or in progress to address the issues cited by constituents, and what future actions were planned to do so.

Based on DCJS's review of the constituent survey findings, the responses to the findings were grouped into five categories:

- Maintain funding/control costs and fees
- Expand training
- Speed up processes/reduce delays
- Advance technology
- Improve communication and personal service

Maintain Funding/Control Costs and Fees

As the state agency responsible for administering many state and federal criminal justice funding programs, DCJS recognizes that maintaining funding is a major concern to constituents. And, as the agency responsible for regulating the private security industry in Virginia, DCJS recognizes that it must administer these regulations as cost-effectively as possible.

DCJS has identified the following current and planned efforts to maintain funding for criminal justice programs:

- Maintaining contacts with federal funding agencies, to continuously scan for funding announcements and pending opportunities that can be made available to constituents.
- Increasing its notifications to constituent groups about funding opportunities, through e-mailings to constituent contact lists and postings on the DCJS website.
- The Division of Programs & Services is planning a periodic "e-letter" to constituents to highlight the successes of various services, new initiatives, and to identify gaps that need to be addressed and potential resources and partnerships for doing so.
- Producing compliance reports, annual reports and other documents for state and federal agencies to demonstrate the positive impact of funding on services, and to identify where additional resources may be needed.
- Continuing to make it a priority to allocate grant funds for current eligible programs that are performing well and providing effective services.

DCJS has identified the following current and planned efforts to control regulatory costs and fees:

- Working to hold down regulatory administrative costs. The current *Regulations Relating to Private Security Services* have not been changed since 2003. At that time, the fees for individual applicants were reduced. The Regulations are currently under review, but there are no current proposed fee increases.
- Continuing to look for opportunities to improve our license issuing processes and procedures while reducing the cost, time, and effort required by constituents to submit applications and information necessary to receive their credentials.

Expand Training

As the state agency responsible for developing many public safety training standards, and for providing training for many public safety employees, DCJS recognizes that proper training is essential. Furthermore, with the current strain on state and local budgets, training is a cost-effective way to help maintain services with limited personnel.

DCJS has identified the following current and planned efforts to expand criminal justice training opportunities:

- Finding additional ways to provide constituents with more effective training delivery systems including web-based, video and other technologies. This will make training available to a wider audience with less cost, time and travel for participants. DCJS is currently testing online training programs that can be offered to constituents.

- DCJS recently completed a round of grant writer training sessions statewide, and will offer this type of training to constituents on a continual basis. This general grant writing training is applicable to all types of grants offered by the agency. DCJS also makes similar information available on our website.

- The Division of Law Enforcement[4] has enhanced and expanded active shooter response and counter-terrorism training for law enforcement statewide. Response tactics to active shooter incidents in urban and rural environments are being offered. No-cost professional counter-terrorism training is offered at every learning level: awareness, performance, planning, and management. Training includes a comprehensive overview of Improvised Explosive Devices (IED) including IED anatomy, types, response guidelines, and the history and detection of pre-incident indicators of terrorist activity.

- The agency is planning ways to incorporate more evidence-based training into basic skills training curriculums, and to partner with constituent groups to offer advanced skill trainings in certain areas.

Speed Up Processes / Reduce Delays

DCJS recognizes that delays in processing applications for licensure and credentialing can cause problems for private security businesses and their employees. Additionally, delays in updating policies and procedures for state and local public safety agencies can cause problems for employees of these agencies.

DCJS has identified the following current and planned efforts to speed up its processes and reduce delays for constituents:

- Regulatory activity processing is being improved with the introduction of the new Regulatory Online Credentialing System (ROCS). This system, which replaces the previous WATSON system, will continue to allow regulated business and individuals to conduct business with DCJS online, and will eliminate many of the steps that are now done by mail or by visiting DCJS's office. Among other things, ROCS will:

- Make all credentialing offered by DCJS available for initial application and renewal online.

- Allow regulated businesses and individuals to update their information online.

- Enable some applications to be updated within minutes, rather than having to wait overnight.

Because ROCS is a new system, both DCJS and its constituents have encountered problems with the system. DCJS is actively working with our contactor to correct these problems and improve the overall operation of the system.

- DCJS will examine the submission process required for regulatory applicants to determine what can be done to make it easier for these applicants to submit all necessary documentation on time.

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[4]*Note: After this survey was conducted, DCJS created the new Division of Law Enforcement to better serve our law enforcement constituents. Additional skilled professionals were placed in key customer service positions. Several areas of concern were immediately addressed, and the law enforcement team is continuing to improve service to law enforcement constituents.*

- The Division of Law Enforcement streamlined the implementation of the Law Enforcement Officers Safety Act by eliminating the redundant DCJS application, and adding a "quick link" on the "Frequently Asked Questions" (FAQ) web page for former and retired law enforcement officers.

Advance Technology

DCJS is continuously looking for opportunities to use technology to enhance our business processes. This is a major focus of the agency's effort to improve service delivery to our constituents.

DCJS has identified the following current and planned efforts to advance its technology:

- Continuously maintaining and regularly upgrading our website to provide useful information and access to agency business applications. This will continue to build on our efforts to make the site useful and available to our constituents to conduct business with DCJS. Changes to the site include:
  - Developing an online subscription service available through the DCJS website. The service will allow our constituents to register, select the topics that interest them, and then automatically receive an electronic notification when there is an update and/or change to those topics on the DCJS website.
  - Developing an online Legislative Update that will provide constituents with a summary of new legislation affecting the criminal justice system.
  - A "Frequently Asked Questions" (FAQ) page has been added to the Division of Law Enforcement section of the website to provide more information for current and former law enforcement professionals. Additional improvements to this portion of the website are planned.
  - The Division of Law Enforcement has added a new "quick link" called "Law Enforcement Employment Criteria" to the division's web page. This new link will make it easier for law enforcement constituents to obtain information related to employment.
  - In March, 2012, DCJS made changes to the DCJS website, including moving the "Online Services" to a more prominent place on the agency's main webpage, and placing the agency calendar just below the Online Service. These changes were made in response to constituent requests that some items be easier to locate on the website. Additionally, the color of the "Quick Links" text at the bottom of the webpage was changed to make it clearer that they are active "links".
  - The DCJS Communication & Design Center is continuing to convert agency forms used by constituents to PDF forms that can be completed on the website, reducing the need for constituents to print the forms, manually complete them, and then mail the forms to DCJS.
- The previously discussed Regulatory Online Credentialing System (ROCS) will improve on service provided by the former Watson system. DCJS is also looking into enhanced online training and other technological advances to better serve our constituents.

- The Division of Law Enforcement has appointed an administrator for its ACE and TREX systems to address constituent concerns and enhance management of both systems. The administrator is focusing on issues that agencies are currently having with the systems, and assisting new members with system start-up procedures. A work group has been created to explore possible replacement systems for ACE and TREX, and it recently launched a test project with two criminal justice training academies to evaluate the effectiveness of the Meridian Learning Management System as a replacement.

- DCJS has obtained a federal grant that will include upgrades to the Pretrial and Community Corrections (PTCC) database. This will enhance service to our pretrial and community corrections program constituents. Additional upgrades to the PTCC database also are planned.

- To improve our customer service delivery, DCJS will provide training for its customer service staff on what content is on the agency's website, and on how our staff can help constituents find and use the information on the website.

Improve Communications and Personal Service

Effective communication with our constituents is a DCJS priority. The agency is examining several ways to improve how we communicate with our constituents. We are doing this by improving our electronic communications – through our website, targeted emails, etc. – and by reaching out in person to constituent groups.

DCJS has identified the following current and planned efforts to improve communications and personal service:

- The Division of Programs & Services is meeting with constituent groups in person and soliciting additional suggestions for how the agency can be helpful to them. Additional meetings to gather such suggestions are planned.

- The Division of Programs & Services is working with local Comprehensive Community Corrections Act and Pretrial Services Act (CCCA/PSA) agencies to develop field audit procedures for local community corrections and pretrial services. The Division also is providing additional field visits and opportunities to provide technical assistance to these agencies.

- The Division of Regulatory Affairs is planning specific activities to communicate the results of this constituent survey to the groups it regulates. These activities include presentations at future meetings of the Private Security Services Advisory Board, the Electronic Security Association of Virginia, the Professional Investigators Association of Virginia, and the Virginia Crime Clinic.

- The agency is planning additional training for its customer service staff on how to deliver quality customer service. We also will continue work to ensure that all DCJS staff is properly trained to provide a consistent response to customer inquiries.

- The Division of Law Enforcement has added and trained team members to receive questions and/or comments from the DCJS website and provide constituents with a timely response.

- The Division of Law Enforcement is continuing to conduct panel reviews of model policies to remain current with modern trends and legislative changes. The Virginia Law Enforcement Professional Standards Commission (VLEPSC) program continues to market itself through media releases by agencies which become accredited or reaccredited. The Accreditation Center also is reaching out to its accreditation partners - the Virginia Association of Chiefs of Police and the Virginia Sheriffs' Association – to market the accreditation program to their memberships. DCJS staff frequently visits non-accredited agencies and offers assistance in policy development that will help guide the agency toward state accreditation.

- The Division of Programs and Services is currently exploring what types of services are available that will allow for more efficient ways of conducting meetings and technical assistance conferences with constituent groups.

Strategic Planning

DCJS is also making efforts to understand and address constituent needs through its current strategic planning initiative. As part of this initiative, in March DCJS conducted a facilitated focus group meeting with individuals representing our major constituent groups. This meeting provided our constituents with another venue for telling us which services are most important to them, how we are delivering current services, what services we can deliver in the future, and what we can do to improve our service delivery.

This information, along with information gathered by our constituent survey, will provide us with important input about how we can better serve our constituent's needs as we lay the groundwork for DCJS activities in the next three to five years.

APPENDIX

Copies of the

Government/Government-Related Constituent Survey

and

Private Security Services Constituent Survey

2011 DCJS Private Security Services Constituent Survey

The Department of Criminal Justice Service (DCJS) wants to know what issues and concerns are most important to our constituents, and how well we are providing our services to those constituents.

By providing us with a little background information and responding to the following 4 questions, you can help us to better understand the issues facing each of our constituent groups and our constituents as a whole, and let us know where we are successfully providing services to these groups and where there might be room for improvement.

Please take a few minutes to respond to this short survey. Thanks.

IDENTIFICATION INFORMATION

Which DCJS credential do you hold?

*(If you hold more than one, please select your **primary** credential.)*

- ☐ Licensed Bail Bondsman
- ☐ Licensed Bail Enforcement Agent
- ☐ Registration as a Special Conservator of the Peace
- ☐ Certified Compliance Agent
- ☐ Certified Private Security Instructor
- ☐ Private Security Registration in one or more categories
- ☐ Other (describe) _____

Your name
Your email address
Your phone number *(please use this format xxx-xxx-xxxx)*
Zip Code *(use 5 digit zip code)*

SURVEY QUESTIONS

1. ***What three (3) issues are of the most concern to you/your organization right now?***
   (name and describe up to 3 issues using the blank spaces below)
   _____

2. ***What three (3) emerging issues do you think will be your/your organization's greatest concerns 5 – 10 years from now?***
   (name and describe up to 3 emerging issues using the blank spaces below)
   _____

3. ***Of the DCJS services you used in calendar year 2010, which service was most important to you?***
   (if Licensed Bail Bondsman or Licensed Bail Enforcement Agent credential was selected in the first identification question, the following 4 options will be shown)
   (check one)

☐ Licensing
☐ Information/Technical Assistance – laws/regulations
☐ Information/Technical Assistance – pending legislation
☐ Other _____

(if Special Conservator of the Peace credential was selected in the first identification question, the following 4 options will be shown)

(check one)

☐ Registration
☐ Information/Technical Assistance – laws/regulations
☐ Information/Technical Assistance – pending legislation
☐ Other _____

(if Certified Compliance Agent, Certified Private Security Instructor, or Private Security Registration in one or more categories credential was selected in the first identification question, the following 8 options will be shown)
(select up to 3)

☐ Training
☐ Certification
☐ Licensing
☐ Registration
☐ Information/Technical Assistance – equipment/hardware/software
☐ Information/Technical Assistance – laws/regulations
☐ Information/Technical Assistance – pending legislation
☐ Other _____

3a. Please rate how well DCJS is performing the service/each of the services that you selected as most important to you/your organization.

Each service checked by the survey respondent in question 3 will appear in a matrix similar to the one below.

Please rate each service using a 5 point scale where 5 = excellent service; 4 = good service; 3 = satisfactory service; 2 = less than satisfactory service; and 1 = poor service.

Type of Service	Excellent service 5	Good service 4	Satisfactory service 3	Less than excellent service 2	Poor Service 1
Service 1					
Service 2					
Service 3					

4. What suggestions would you offer for improving our services?

_____
_____
_____

Thank you for responding to our constituent survey.

2011 DCJS Government/ Government-Related Constituent Survey

The Department of Criminal Justice Service (DCJS) wants to know what issues and concerns are most important to our constituents, and how well we are providing our services to those constituents.

By providing us with a little background information and responding to the following 4 questions, you can help us to better understand the issues facing each of our constituent groups and our constituents as a whole, and let us know where we are successfully providing services to these groups and where there might be room for improvement.

Please take a few minutes to respond to this short survey. Thanks.

IDENTIFICATION INFORMATION

With which DCJS constituent group would you identify yourself?

(if you identify with more than one constituent group, please select your primary choice)

- ☐ Commonwealth's Attorney's Office
- ☐ Law Enforcement Training Academy
- ☐ Police Department (including campus and independent PDs)
- ☐ Regional Jail
- ☐ Sheriff's Office
- ☐ College/University Director of Security
- ☐ School Division Security Directors
- ☐ Local Community Corrections/Pretrial Services Agency
- ☐ Pre/Post Incarceration (Reentry/PAPIS) Program
- ☐ CASA Program
- ☐ Sexual Assault Grant/Services Program
- ☐ Virginia Domestic/Sexual Violence Victim Fund
- ☐ Victim/Witness Program
- ☐ VSTOP Program
- ☐ Other (describe) _____

Your name
Your email address
Your phone number *(please use this format xxx-xxx-xxxx)*
Agency/Facility name
Agency/Facility zip code *(use 5 digit zip code)*

SURVEY QUESTIONS

1. *What three (3) issues are of the most concern to your organization right now?*

   (name and describe up to 3 issues using the blank spaces below)

   _____

2. *What three (3) emerging issues do you think will be your organization's greatest concerns 5 – 10 years from now?*

   (name and describe up to 3 emerging issues using the blank spaces below)

   _____

3. *Of the DCJS services you/your organization used in calendar year 2010, which services do you consider the most important to you/your organization?* *(Select up to 3)*

   ☐ Accreditation
   ☐ Funding (grants)
   ☐ Certification
   ☐ Information/Technical Assistance – Laws/Regulations
   ☐ Information/Technical Assistance – Policy/Planning
   ☐ Information/Technical Assistance – Equip/Hardware/Software
   ☐ Information/Technical Assistance – Pending Legislation
   ☐ Information/Technical Assistance – Program-specific
   ☐ Training
   ☐ Other (describe) _____

3a. *Please rate how well DCJS is performing each of the services that you selected as most important to you/your organization.*

   Each service checked by the survey respondent in question 3 will appear in a matrix similar to the one below.

   Please rate each service using a 5 point scale where 5 = excellent service; 4 = good service; 3 = satisfactory service; 2 = less than satisfactory service; and 1 = poor service.

Type of Service	Excellent service 5	Good service 4	Satisfactory service 3	Less than excellent service 2	Poor Service 1
Service 1					
Service 2					
Service 3					

4. *What suggestions would you offer for improving our services?*

   _____
   _____
   _____

Thank you for responding to our constituent survey.