

2012 REPORT ON
CUSTOMER
SERVICE



June 2012

T E X A S
JUVENILE JUSTICE
D E P A R T M E N T

Submitted in compliance with Section 2114 of the Texas Government Code, which requires state agencies to develop customer service standards and implement customer satisfaction assessment plans.

2012 REPORT ON CUSTOMER SERVICE

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Introduction

This report is submitted by the Texas Juvenile Justice Department (TJJD) in compliance with Section 2114 of the Texas Government Code which requires state agencies and institutions of higher education to develop customer service standards and implement customer satisfaction assessment plans. The agency's activities and reporting under this statute were guided by the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board Instructions for Preparing Agency Strategic Plans for Fiscal Years 2013-2017.

Methodology

This biennium, the agency identified seven major external customer groups:

- General public
- Juvenile courts
- Juvenile probation departments
- Families
- Volunteers
- Youth
- Victims

Formal data collection for this report was conducted using a variety of methods including: individual questionnaires, a web-based survey tool, focus groups and analysis of summary results from other feedback vehicles such as the youth grievance system.



Creation of the New Texas Juvenile Justice Department (TJJD)

The Texas Juvenile Justice Department (TJJD) was created as a new state agency on December 1, 2011 pursuant to Senate Bill 653 passed by the 82nd Texas Legislature. Simultaneous to the creation of TJJD, on December 1, 2011 the legislation abolished the two previous juvenile justice agencies in Texas, the Texas Juvenile Probation Commission (TJPC) and the Texas Youth Commission (TYC) and transferred all functions, duties and responsibilities of these former agencies to TJJD.

Senate Bill 653 also created a seven-member transition team composed of individuals appointed by the governor to facilitate the transition from TJPC and TYC to the new TJJD. The duties of the transition team were to coordinate and oversee the transition of services and facilities from TJPC and TYC to TJJD. The transition team was appointed on September 1, 2011 and continued its work through the end of February 2012. The transition team presented its final transition report to the TJJD governing board in February and the report contained short-term, medium-term and long-term transition goals for the department.

The new Texas Juvenile Justice Department (TJJD) is governed by a 13 member board appointed by the Governor with the advice and consent of the Senate. The board of the new agency is responsible for establishing the mission of TJJD and setting the agency's overall priorities and goals. The governing board was appointed in September 2011. A new executive director was appointed by the board in January 2012 and preliminary transition activities continued through March of 2012 when the final agency organizational structure was implemented. Agency transition activities continue underway.

Section 2114.002(b) of the Texas Government Code requires state agencies to gather information from customers using a survey or focus groups or other appropriate methods regarding the *quality of services delivered by the agency*. Because TJJD is a new agency, any gathering of information about the quality of services delivered thus far by the agency would be limited since the transition to the new agency and a formalized agency structure was not completed until the second quarter of Fiscal Year 2012. For customers and stakeholders to be able to review the services delivered by the agency, the agency must complete all short, medium, and long term transition activities and fully stabilize its functions. Therefore, the survey of customers and stakeholders has a forward looking vision for this year versus a retrospective review of the quality of services provided of an agency only in existence for a brief period. Customers and stakeholders were asked about the future direction of the new agency and the provision of services that were required, expected and desired.

Inventory of External Customers by Budget Strategy

The Texas Juvenile Justice Department (TJJD) defined external customers as individuals or groups that were directly affected by activities under the agency's strategies.

External customers are:

- general public;
- juvenile courts;
- juvenile probation departments;
- families of committed youth;
- juvenile crime victims;
- volunteers; and
- committed youth.

The following tables delineate the customer groups by agency appropriation goal and strategy.

2012 – 2013 TJJD Goals and Strategies



Primary External Customers

	Public	Juvenile Courts	Juvenile Probation	Families	Victims	Volunteers	Youth
A. Community Juvenile Justice							
A.1.1 Prevention and Intervention	✓	✓	✓	✓			✓
A.1.2 Community Supervision	✓	✓	✓	✓			✓
A.1.3 Diversion Programs	✓	✓	✓	✓			✓
A.1.4 Post-Adjudication Facilities	✓	✓	✓	✓			✓
A.1.5 Juvenile Justice Alternative Education Programs	✓	✓	✓	✓			✓
A.1.6 Harris County Boot Camp	✓	✓	✓	✓			✓
A.2.1 Training and Certification	✓	✓	✓				
A.2.2 Monitoring and Inspections	✓	✓	✓				
B. State Services and Facilities							
B.1.1 Assessment and Orientation	✓	✓	✓	✓			✓
B.1.2 Facility Operations	✓	✓	✓	✓	✓	✓	✓
B.1.3 Education	✓	✓	✓	✓	✓		✓
B.1.4 Halfway House Operations	✓	✓	✓	✓	✓	✓	✓
B.1.5 Health Care				✓			✓
B.1.6 Mental Health (Psychiatric) Care	✓	✓	✓	✓	✓		✓
B.1.7 General Rehabilitation Treatment	✓	✓	✓	✓	✓		✓
B.1.8 Specialized Rehabilitation Treatment	✓	✓	✓	✓	✓		✓
B.1.9 Contract Capacity	✓	✓	✓	✓	✓		✓
B.1.10 Parole Services	✓	✓	✓	✓	✓	✓	✓
B.2.1 Office of the Inspector General	✓	✓	✓	✓	✓		✓
B.2.2 Health Care Oversight		✓	✓	✓			✓
B.2.3 Interstate Agreement	✓	✓	✓	✓	✓		✓
B.3.1 Construct and Renovate Facilities	✓	✓	✓	✓			✓
C. Office of Independent Ombudsman	✓	✓	✓	✓	✓	✓	✓
D. Indirect Administration	✓	✓	✓	✓	✓	✓	✓

Services Provided to External Customer Group

Customer	Service Provided by TJJJ
General Public	
<ul style="list-style-type: none"> • Case Management • Community Service • Secure Confinement • Criminal and Administrative Investigations • Education • Parole Supervision 	<ul style="list-style-type: none"> • Rehabilitation • Residential Community-Based Programs • Trained Workforce • Treatment Programs • Toll-free Hotline
Juvenile Courts	
<ul style="list-style-type: none"> • Case Management • Education • Interstate Compact Services • Parole Supervision • Rehabilitation • Residential Community-Based Programs 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Workforce Training • Workshops and Training
Juvenile Probation Departments	
<ul style="list-style-type: none"> • Case Management • Education • Parole Supervision • Rehabilitation • Residential Community-Based Programs 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Workforce Training • Workshops and Training
Families	
<ul style="list-style-type: none"> • Case Management • Grievance Process • Family Liaisons • Parole Supervision • Residential Community-Based Programs • Referrals 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Visitation • Workshops and Education
Victims of Juvenile Crime	
<ul style="list-style-type: none"> • Criminal and Administrative Investigations • Conference Participation • Notification • Referrals 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Victim Liaisons • Victim Impact Panels
Volunteers	
<ul style="list-style-type: none"> • Annual Awards Recognition • Opportunities for Working with Youth 	<ul style="list-style-type: none"> • Volunteer Liaisons • Workshops and Training
Youth	
<ul style="list-style-type: none"> • Assessment • Basic Rights • Case Management • Cognitive-Behavioral Programs • Criminal and Administrative Investigations • Education • Family Services • Grievances Process • Individual Counseling • Managed Health Care • Mental Health Services • Mentoring • Parole Supervision • Peer Group Counseling 	<ul style="list-style-type: none"> • Positive Behavioral Interventions and Supports (PBIS) • Reading Improvement Initiative • Rehabilitation Residential Community-Based Programs • Secure Confinement • Sex Offender Treatment • Spiritual Programs • Substance Abuse Treatment and Education • Toll-free Hotline • Treatment Programs • Workforce Training • Volunteer Opportunities • Violent Offender Programs

Information Gathering Methods

General Public

This group was included using a Stakeholder Survey available on the agency's website as well as being available for input via e-mails or telephone calls. A copy of this survey instrument can be found in Appendix A. A link to the Stakeholder Survey was provided to known advocate groups. Any citizen of Texas can be considered part of the general public. Responses from advocates, concerned citizens or any other person falling into one of the categories were grouped together as part of the general public, as were responses where no title was listed.

Juvenile Courts and Juvenile Probation

TJJD surveyed juvenile court judges using the Stakeholder Survey. This was available to them both online, as well as a hard-copy version given to participants of the 25th Annual Juvenile Law Conference (Robert O. Dawson Juvenile Law Institute) held February 27-29, 2012 in San Antonio. The conference had over 500 attendees, including juvenile court judges, prosecutors, defense attorneys, probation personnel, and other juvenile justice practitioners. Additional information was gathered at the 2012 Chief Juvenile Probation Officers Summit held on March 8-9, 2012 in San Marcos. The group of approximately 150 attendees was broken into five facilitated focus groups to provide written input on the following key strategic topics:

- Prevention and Early Intervention
- Mental Health Services
- Establishing a Continuum of Youth Services

Families

Emails were sent to all families for whom TJJD had email addresses providing the link to the Stakeholder Survey. Additionally, the family liaisons gave out hard copies of the survey at two visitation weekends at state facilities.

Volunteers

An email was sent to 1,080 TJJD volunteers with a link to the Stakeholder Survey.

Victims of Juvenile Crime

The Stakeholder Survey was sent to all 186 identified victims of the offenses of youth in state facilities.

Youth

Youth are the primary customer of agency services. A key vehicle for youth feedback is the State Facilities Youth Grievance System, which, by default, measures youth satisfaction with services provided. Youth may file grievances on any matter. It is important to note that any grievance indicating alleged abuse, mistreatment, neglect, or a potential criminal violation by another youth or staff member is automatically forwarded to the TJJD Office of Inspector General (OIG) for investigation.

TJJD Staff

In addition to the external customers identified above, information was gathered from the internal customers of TJJD staff, who are the most important resource of the agency.

Customer Service Information

The following table lists the total number of stakeholder survey responses from each group. More specific information for each customer group can be found in the Customer Service Survey Results section of this report.

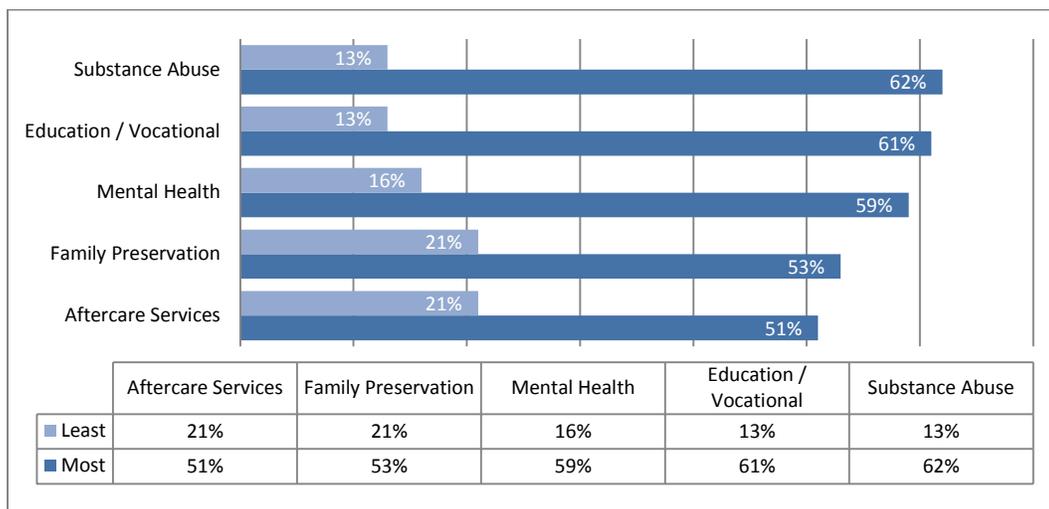


External Customer	Respondents	Internal Customer	Respondents
Juvenile Courts	109	TJJD Staff	590
Juvenile Probation Departments	159		
Families	69		
Victims of Juvenile Crime	9		
Volunteers	117		
General Public	70		
Total External	533	Total Internal	590
		Total	1,123

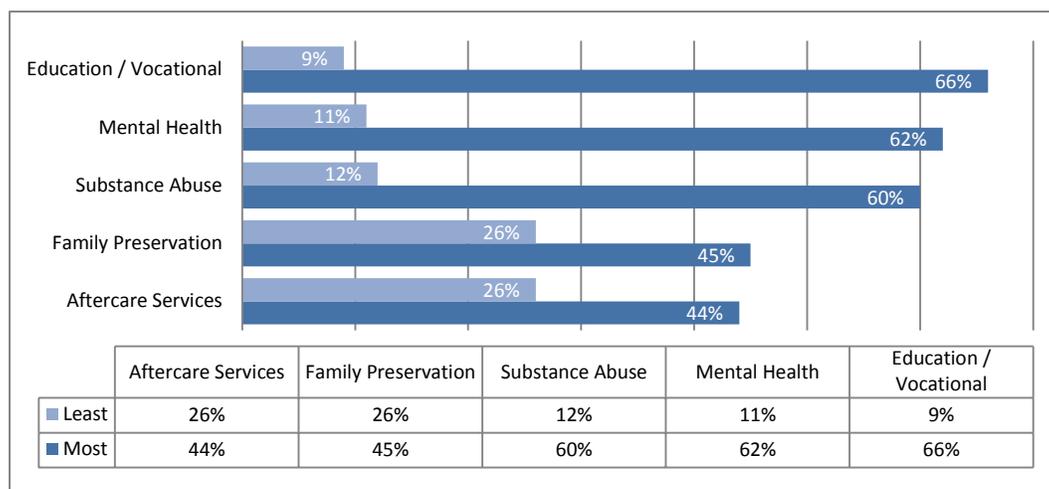
Customer Service Survey Results

The stakeholder survey had eight (8) closed-ended questions for which the respondents were asked to specify the item(s) that they felt were most or least important. They were also asked two open-ended questions (6 and 10). For the eight closed-ended questions, they were allowed to indicate multiple items in each question. Since in all cases, the items with highest number indicating “least” were those with the fewest number indicating “most,” to save space, only the percentages of “most” responses are presented in chart form below. Note that the percentages checking most plus the percentages checking least do not add to 100% because leaving blank was an acceptable option. The responses for each question below are presented from high to low on overall percentages for indication of “most,” and from low to high on indication of “least.” Note that Questions 5 and 7 were accidentally left off the survey to family members.

1. What are the most and least effective programs TJJJ should support in **local juvenile probation departments** to produce positive outcomes for youth?

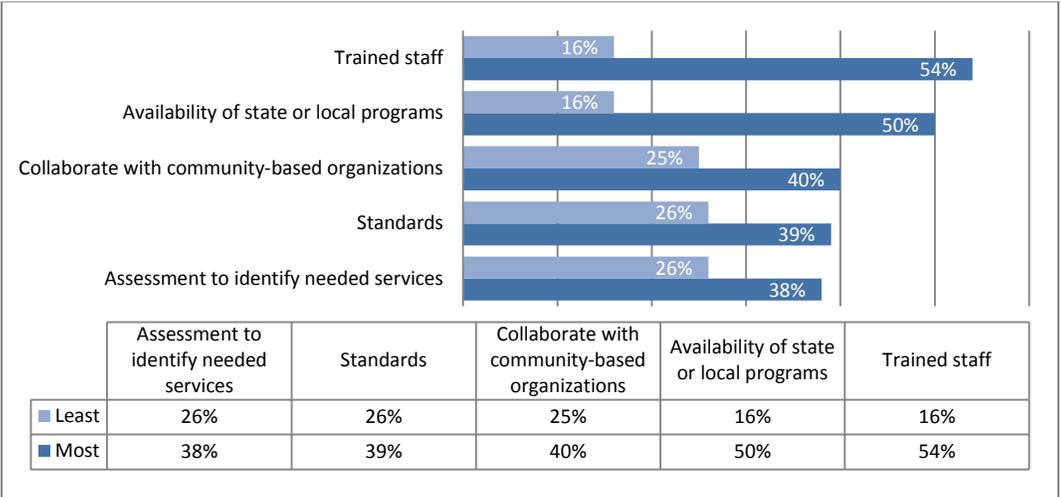


2. What are the most and least effective services that TJJJ should support in **state-operated facilities** to produce positive outcomes for youth?

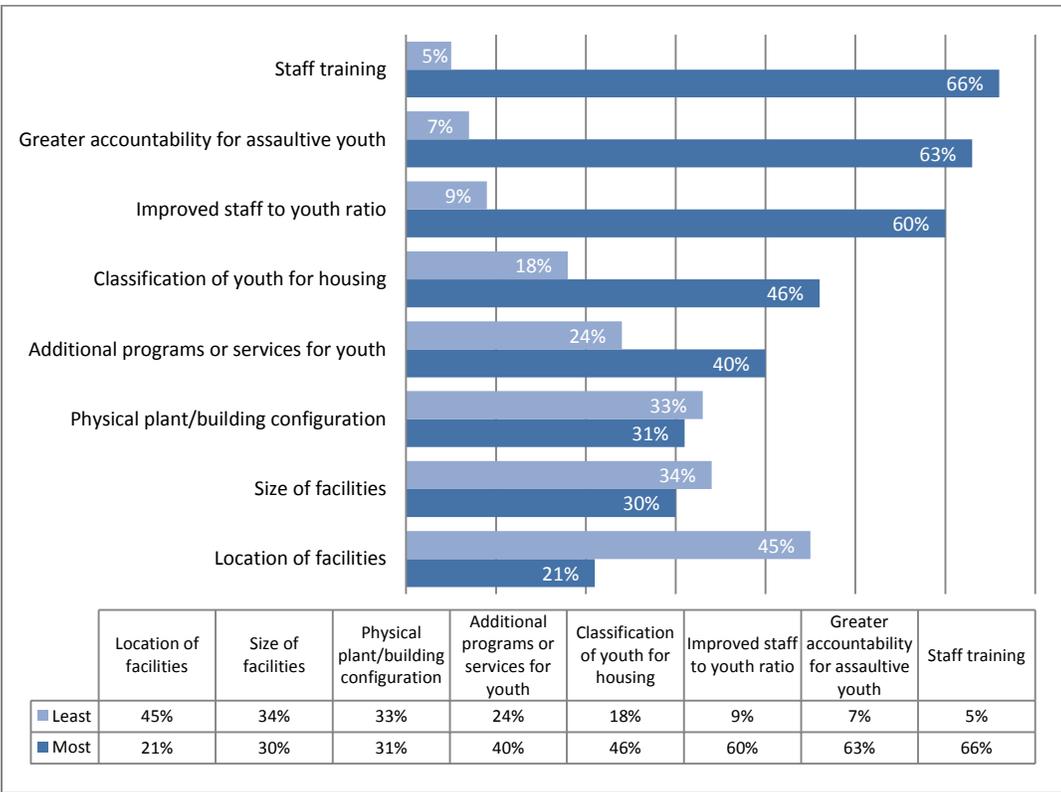


Note that the top three services identified as most effective in both Questions 1 and 2 are the same programs, although in a different order, with substance abuse at the top in the local probation question and third in the state facilities question. As a result, Education/Vocational and Mental Health moved up one notch from second and third to first and second, respectively.

3. What are the most and least significant obstacles to TJJJ effectively providing services to youth committed to state operated facilities or to TJJJ helping juvenile probation departments effectively provide services to youth in the community?

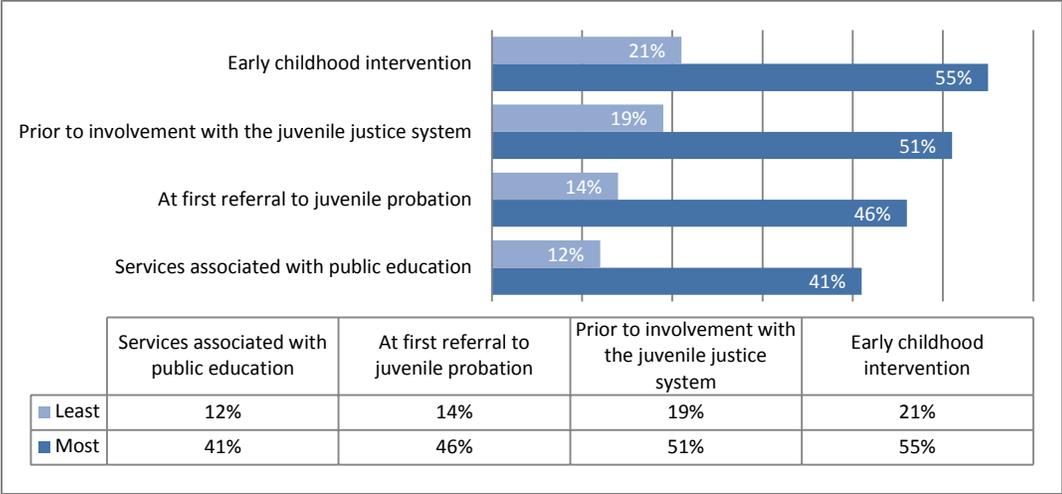


4. What are the most and least important aspects in maintaining the safety of youth and staff in local and state operated residential facilities?



The importance of trained staff being identified by the most respondents as one of the most significant obstacles in TJJJ effectively providing services to youth is magnified when it is identified by the most respondents as one of the most important aspects in maintain the safety of staff and youth.

5. When are services most effective in diverting youth from state-operated facilities?



6. What prevention and early intervention programs should TJJJ support?

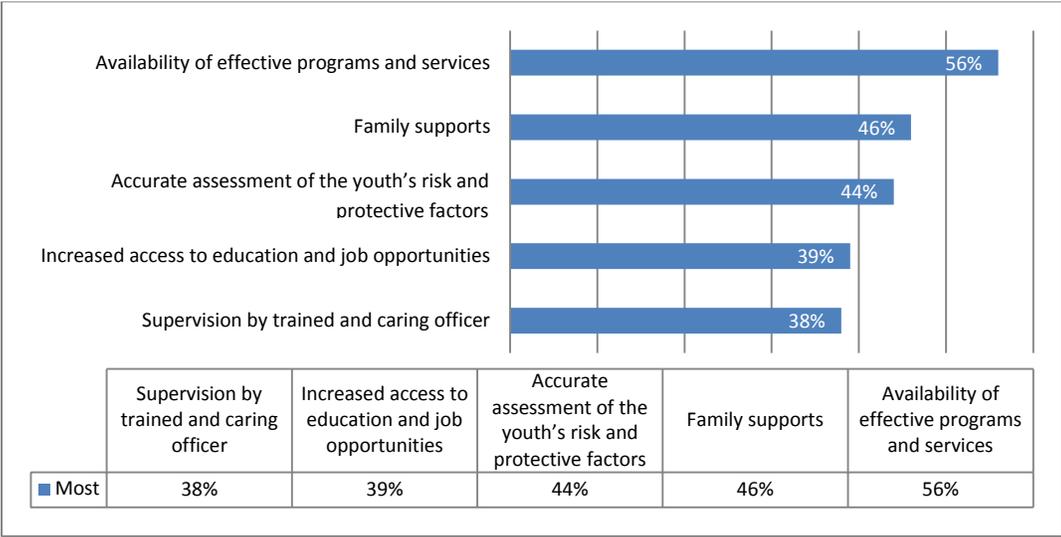
Almost 40% (435 of 1,123) of the respondents provided feedback to this question. Respondents indicated overwhelming support for family interventions. Additionally, responses endorsed the provision of community-based mental health and substance abuse education and treatment services for children and youth as an effective means of reducing the likelihood that those youth become involved or more involved in the juvenile justice system.

Many respondents described programs related to school-related interventions like tutoring or school-based provision of services such as character-building, counseling, probation officers. Afterschool programs and youth-specific programs like mentoring, character development, work and vocational programs, gang intervention, and faith-based alternatives were also mentioned by multiple respondents. Several respondents (about 20) suggested Scared Straight-type interventions. Scared Straight programs have been determined through research to actually be more harmful to youth than doing nothing at all.

Current TJJJ-funded prevention efforts parallel these responses. In Fiscal Year 2012, TJJJ funded 24 prevention programs across the state totaling \$1.5 million. Funded programs included family-based interventions, school-based interventions, out-of-school (afterschool and summer) programs, the mental health needs of youth, and skills or character-building activities for youth.



7. What are the three most important things to increase the use of community-based or family-based programs and services for youth over the placement of youth in a county or state-operated secure facility?



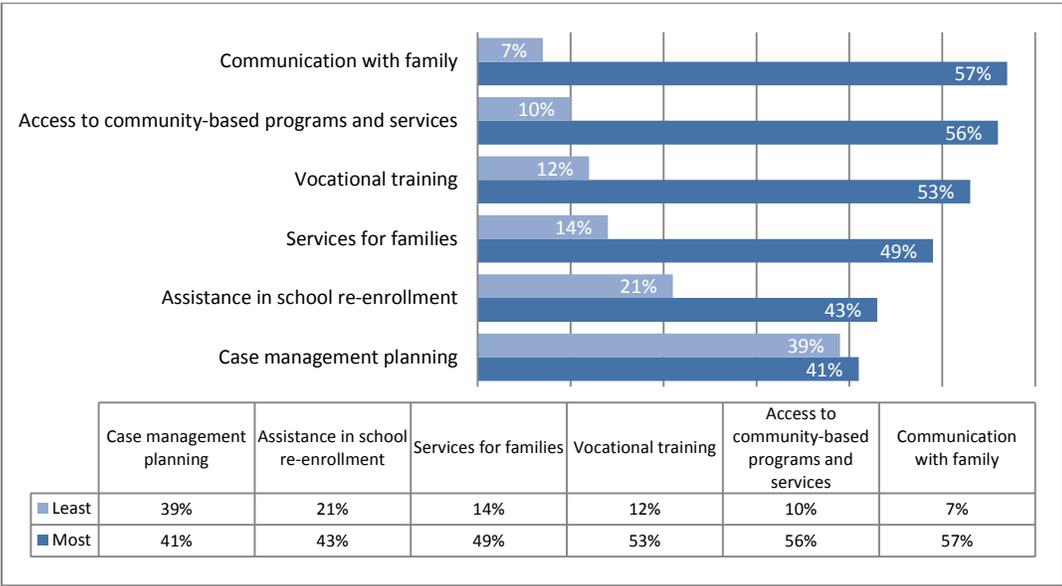
The chart above identifies each of the following as one of the three most important things to increase the use of community-based or family-based programs and services for youth over the placement of youth in a county or state-operated secure facility and includes:

- Availability of effective programs and services, 56%
- Family supports, 46%
- Accurate assessment of the youth's risk and protective factors, 44%
- Increased access to education and job opportunities, 39%
- Supervision by trained and caring officer, 38%

The availability of effective programs and services had the highest percentage identifying it as one of the three most important things to increase the use of community-based or family-based programs and services for youth over the placement of youth in a county or state-operated secure facility. These results are consistent with results from Questions 1 and 2 for substance abuse, education/vocational and mental health programs as the top three most effective programs TJJDD should support to produce positive outcomes for youth.

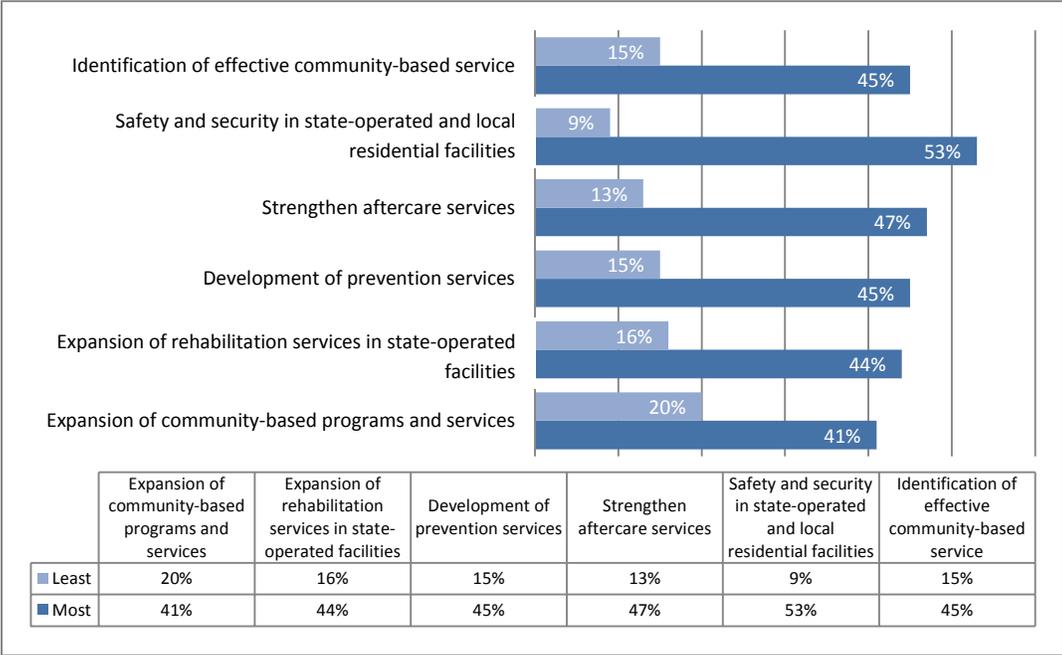


8. What are most and least important for transitioning youth from local or state-operated residential facilities back to their home and community?



Communication with family being identified by the most respondents as one of the most important factors in transitioning youth back to their home community is consistent with family supports being identified second in Question 7 as one of the most important things to increase the use of community-based or family-based programs and services over the placement of youth in secure facilities.

9. What should be TJJD’s highest and lowest priority goals of those listed for the next three to five year period?



Safety and security in state-operated and local residential facilities was identified by the highest number of respondents as one of the highest priority goals (53%), followed by strengthen aftercare services (47%), development of prevention services (45%), identification of effective community-based programs (45%), expansion of rehabilitation services in state-operated facilities (44%) and expansion of community-based programs and services (41%). Safety and security was indicated as one of the highest priority goals by 63% of the TJJJ staff respondents, as well as 67% of the victim respondents and 58% of family member respondents.

10. As a stakeholder, is there anything else you would identify as a strategic goal or objective to guide TJJJ activities through fiscal year?

Nearly 30% (329 of 1,123) of the respondents provided an answer to Question 10, making some additional comment or suggestion. As slightly more than half of the respondents were TJJJ employees, there were a considerable number of comments regarding the practices and environment of the state facilities, and an additional emphasis on safety and accountability of the youth. This response is consistent with Question 9 having safety and security in state-operated and local residential facilities being indicated by the most people as one of the highest priority goals for TJJJ in the next three to five year period. It is also consistent with Question 4 having greater accountability for assaultive youth as the second highest response for the most important aspects of maintaining the safety of staff and youth in local and state operated residential facilities. In addition, several respondents felt that the current state facility CoNEXTions© treatment program is not working effectively.

Several respondents mentioned the need for additional mental health or substance abuse services, or for more or better educational or vocational programs, consistent with the responses in Questions 1 and 2 identifying these programs as the most effective programs that TJJJ should support.

Another commonly mentioned issue was the need for additional help and involvement with the families, so that the families can help in working with the youth, consistent with the responses to Question 8, which had communication with family being most recognized as important for transitioning youth to their home and community.

Customer Service Focus Group Results

Five facilitated focus groups were conducted at the 2012 Chief Juvenile Probation Officers' Summit held on March 8-9, 2012 in San Marcos. The Summit had approximately 150 attendees, divided into the five groups, who were asked to discuss the following key strategic topics:

- Prevention and Early Intervention
- Mental Health Services
- Establishing a Continuum of Youth Services

For each topic, the most significant issues/problems and key recommendations were identified by the focus groups.

Topic 1: Prevention and Early Intervention

Main Issues/Problems:

- Inadequate funding and local resources for prevention and early intervention along with fragmented funding streams.
- Lack of collaboration, communication and effective cooperation among community stakeholders and community organizations.
- Lack of clarity on the authority and responsibility for prevention and early intervention programming and services.
- Inconsistent information on programs that work (evidence based or research based programs).

Key Recommendations:

- Provide adequate and stable funding for prevention and early intervention along with flexible spending guidelines and realistic performance and outcome measures.
- Define “prevention and intervention” and “at-risk”, clarify the legal authority to serve youth under 10, and clarify target service populations.
- Increase access and knowledge of effective prevention and early intervention programs/services by creating a compendium of effective programs and resources such as a centralized electronic database with website access.



Topic 2: Mental Health

Main Issues/Problems:

- Lack of adequate funding and resources for mental health services, especially in rural areas, including the high cost of services, lack of crisis intervention services, professional staff and service providers, and affordable residential treatment resources.
- Quality of mental health services including improper or inaccurate diagnoses for youth, lack of providers with needed specialized training/qualifications, inadequate/ineffective assessments and over-medication/improper use of medication of youth.
- Poor relationships, collaboration and communication with local mental health providers and MHMR and other stakeholders like schools.

Key Recommendations:

- Provide additional or enhanced funding to local juvenile probation departments for needed mental health services and ensure flexibility in the funding.
- Increase availability of community-based residential treatment services for youth with serious mental health needs.
- Enhance the quality of mental health services through staff training, training of general practitioners, use of telemedicine, better assessment instruments, and additional mental health professionals.
- Enhance effective communication between juvenile probation departments, mental health agencies/providers, schools, Texas Education Agency and other stakeholders.

Topic 3: Establishing a Continuum of Youth Services

Main Issues/Problems:

- Ineffective collaboration, communication and relationships among the continuum of local counties, juvenile boards, community partners and TJJD.
- Lack of effective transition, re-entry and aftercare programming, services and family involvement due to inadequate funding, lack of effective communication/team approach and the need for improvements to parole system.
- Lack of individual programming to fit needs of unique kid, compartmentalized thinking regarding youth.

Key Recommendations:

- Build better relationships and effective communication/collaboration between the continuum consisting of local juvenile boards, juvenile probation departments, community resource coordination groups, schools, community partners and TJJD through education, joint training, sharing of resources where possible.
- Focus on individual needs of youth and increase vocational options for youth who are not college bound.
- Provide adequate funding for critical programs such as sex offender treatment, mental health treatment, vocational programming, transition/reentry/aftercare services and effective parole programs.
- Improve parole functions, transition/reentry/aftercare services, and family participation and involvement throughout the continuum.

Youth Grievance Results

The Texas Juvenile Justice Department receives customer service information for the youth committed to the agency's care. Although that information is received in a broad range of ways, a principal method is through youth grievances as provided by the agency's General Administrative Policy 93.31:

1. Youth, parents or guardians of youth, and youth advocates have a right to file grievances concerning the care, treatment, services, or conditions provided for youth under the jurisdiction of the Texas Juvenile Justice Department (TJJD). TJJD will resolve grievances in a prompt, fair, and thorough manner; however, grievances alleging criminal violations or abuse, neglect, and exploitation will be referred to law enforcement for investigation and disposition.
2. TJJD recognizes that informal discussions between staff and youth are a key element in resolving issues or concerns at the earliest stage and contribute to a positive facility culture. TJJD will make staff available to meet with youth whenever possible, limited only by consideration for facility order and the safety of youth and staff.

Additionally, the Youth Rights Manual provides more detailed information than the General Administrative Policy for the resolution of problems and issues relating to youth rights.

When youth have an issue about which they are dissatisfied, they may submit their complaint to multiple systems, including the Office of Inspector General, the TJJD Youth Grievance System, and to a TJJD Juvenile Correctional Officer, Case Manager, Youth Rights Specialist, facility superintendent or assistant superintendent as well as to staff in the Office of the Independent Ombudsman. All complaints are investigated. Youth typically submit complaints on a broad range of issues encompassing minor to very serious concerns. Additionally, they may be dissatisfied with a response that is the correct response, and feel their complaint is unresolved. The filing of a complaint does not imply that wrongdoing has occurred.

In Fiscal Year 2011, TJJD youth filed nearly 10,000 grievances, a level which reflects youth confidence in the grievance system as a way to resolve problems and as a tool for bringing issues to the attention of staff. Of the total grievances, 25% related to basic rights violations, 17% related to staff conduct, and 12% related to discipline. Basic rights grievances cover a wide range of categories such as the quality and quantity of food, clothing, access to telephone, religious freedom, visitations, and protection from physical or psychological harm. TJJD youth frequently utilize the grievance system to make requests for changes that are not related to dispute resolution. Many grievances are not complaints, but requests for some type of change such as a dorm assignment. Agency staff encourages the use of grievances as a means of communication.

Youth Grievances Fiscal Year 2011

Category	Total	%
Basic Rights Violation	2,475	25%
Staff Conduct	1,649	17%
Discipline	1,215	12%
Other: Parole, 24-Hour Emergency, Conference Request, Void/Issued not used, Special Education, etc.	1,193	12%
Local Authority	819	8%
Lost or Destroyed Form	695	7%
Transfer Request/Furlough/Parole	449	4%
Medical Issues	383	4%
Personal Property	229	2%
Facility Conditions	201	2%
Security	166	2%
Hygiene	137	1%
Specialized and Other Treatment Programs	114	1%
Rule or Policy	103	1%
Education	76	1%
Recreation	71	1%
Direct Appeal to Executive Director	18	0%
Total Filed	9,993	100%

Conclusion

When asked what TJJJ's highest goals should be for the next three to five year period, the top answer at 53% among six listed items was "Safety and security in state-operated and local residential facilities." This response was indicated by 63% of the TJJJ staff respondents, as well as 67% of the victim respondents and 58% of family member respondents. This concern was supported in the final open-ended question, in which a considerable number of respondents mentioned the need for additional emphasis on safety and accountability of the youth. Only 9% of the respondents listed safety and security in residential facilities as one of the lowest priority goals for the next three to five year period. This was the fewest of the six items listed in the survey.

The top responses indicated in both of the first two questions in the stakeholder's survey as to the most effective programs TJJJ should support to produce positive outcomes for youth were:

- Substance abuse;
- Education/vocational; and
- Mental health programs.



These three programs also had the fewest respondents indicating they were the least effective programs TJJJ should support.

Furthermore, in response to question 7 concerning the most important things to increase the use of community-based or family-based programs and services for youth over the placement of youth in a county or state-operated secure facility, the response chosen by the most respondents was "Availability of effective programs and services."

The Chief Juvenile Probation Officers' Summit focus group on Mental Health identified the three main issues/problems of lack of adequate funding and resources for mental health services, quality of mental health services, and poor relationships, collaboration and communication. They suggested additional or enhanced funding; increased availability of community-based residential treatment services; enhancing the quality of mental health services through training, telemedicine, better assessment instruments and additional mental health professionals; and enhancing effective communication.

The highest survey response to Question 3 concerning obstacles to effectively providing services to youth was staff training, and the highest response to Question 4 asking for the most important aspects in maintaining the safety of youth and staff was staff training. Staff training also had the fewest responses indicating that they were one of the least significant obstacles of those listed in Question 3 (16%) and the fewest responses as being one of the least important aspects in maintaining safety in residential programs (5%) in Question 4.

The item most identified in question 8 as being important in transitioning youth to their home and community was "Communication with the family." This was identified by 67% of both family and victim respondents. Communication with family was identified by the fewest respondents as being one of least important aspects for transitioning youth (7%) in Question 8. Additional help and involvement with the families was also commonly mentioned in the open-ended questions.

TJJJ will rely heavily on this input in developing its top strategic priorities for Fiscal Years 2013-2017.

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APPENDIX A



Texas Juvenile Justice Department STAKEHOLDER SURVEY

February – March 2012

The Texas Juvenile Justice Department (TJJD) is a new agency in the initial stages of assessing strategic goals and objectives for future success in supporting juvenile offenders in Texas. The agency requests input, comments, and suggestions from its many stakeholders for the development of the agency strategic plan for FY 2013 – 2017. The TJJD Strategic Plan is a foundational document that will guide future activities and support the development of the agency's operating budget for FY 2013 and appropriations requests for FY 2014 – 2015.

**BEFORE ANSWERING THE QUESTIONS, PLEASE INDICATE YOUR STAKEHOLDER GROUP
BY CHECKING THE CATEGORY THAT BEST DESCRIBES YOUR ROLE FROM THE FOLLOWING GROUPS:**

- Chief Juvenile Probation Officer
- Prosecutor
- Juvenile Board Member
- Juvenile Court Judge
- Defense Attorney
- Victim of Juvenile Crime
- Family or Guardian of a Juvenile in the Justice System
- TJJD Volunteer
- Supervisor at the following:
 - Juvenile Probation Department
 - State-Operated Secure Institution
 - State-Operated Halfway House
 - State Operated Parole Office
- Employee at the following:
 - Juvenile Probation Department
 - State-Operated Secure Institution
 - State-Operated Halfway House
 - State Operated Parole Office
- Licensed Profession Contractor at the following:
 - Juvenile Probation Department
 - State-Operated Secure Institution
 - State-Operated Halfway House
 - State Operated Parole Office
- Other (please specify)

FOR EACH QUESTION PLEASE:

- PLACE AN “**M**” NEXT TO THE ITEM(S) YOU CONSIDER **MOST** IMPORTANT.
- PLACE AN “**L**” NEXT TO THE ITEM(S) YOU CONSIDER **LEAST** IMPORTANT.

1. Which juvenile justice programs do you consider to be the most and least effective services that TJJJ should support in local juvenile probation departments to produce positive outcomes for youth?

- Mental health
- Substance abuse treatment
- Family preservation
- Education / vocational
- Aftercare services
- Other: _____

2. Which juvenile justice programs do you consider to be the most and least effective services that TJJJ should support in state-operated facilities to produce positive outcomes for youth?

- Mental health
- Substance abuse treatment
- Family preservation
- Education / vocational
- Aftercare services
- Other: _____

3. What are the most and least significant obstacles to TJJJ effectively providing services to youth committed to state operated facilities or to TJJJ helping juvenile probation departments effectively provide services to youth in the community?

- Standards
- Trained staff
- Availability of state or local programs
- Assessment to identify needed services
- Collaborate with community-based organizations
- Other: _____

APPENDIX A Continued

4. What are the most and least important aspects in maintaining the safety of youth and staff in local and state operated residential facilities?

- Staff Training
- Physical Plant / Building configuration
- Improved staff to youth ratio
- Classification of youth for housing
- Additional programs or services for youth
- Greater accountability for assaultive youth
- Size of facilities
- Location of facilities
- Other: _____

5. When are services most and least effective in diverting youth from state-operated facilities?

- Early childhood intervention
- Services associated with public education
- Prior to involvement with the juvenile justice system
- At first referral to juvenile probation
- Other: _____

6. What prevention and early intervention programs should TJJJ support?

7. What are the three most important things to increase the use of community-based or family-based programs and services for youth over the placement of youth in a county or state-operated secure facility?

- Accurate assessment of the youth's risk and protective factors
- Availability of effective programs and services
- Increased access to education and job opportunities
- Supervision by trained and caring officer
- Family Supports
- Other: _____

APPENDIX A *Continued*

8. What are most and least important for transitioning youth from local or state-operated residential facilities back to their home and community?

- Communication with family
- Assistance in school re-enrollment
- Vocational training
- Access to community- based programs and services
- Services for families
- Case management planning
- Other: _____

9. What should be TJJD’s highest and lowest priority goals of those listed for the next three to five year period?

- Development of prevention services
- Identification of effective community-based programs
- Expansion of community-based programs and services
- Safety and security in state-operated and local residential facilities
- Expansion of rehabilitation services in state-operated facilities
- Strengthen aftercare services
- Other: _____

10. As a stakeholder, is there anything else you would identify as a strategic goal or objective to guide TJJD activities through fiscal year 2017?

THANK YOU FOR RESPONDING!

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