



Maryland

**MARYLAND DEPARTMENT OF
PUBLIC SAFETY & CORRECTIONAL SERVICES
CUSTOMER SERVICE ANNUAL REPORT
FISCAL YEAR 2021**

PREPARED BY

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“One of the ways to improve our customer service culture is to recognize and celebrate members of our team who have gone above and beyond the normal service expectations to solve problems and to improve the services that we deliver in a manner consistent with the values embodied in our customer service promise.”
– Governor Hogan

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FISCAL YEAR 2021 OVERVIEW

The Maryland Department of Public Safety and Correctional Services (DPSCS) protects the public, Department employees, and the detainees and offenders under its supervision. The primary object of DPSCS is to ensure safety so that all Maryland residents can enjoy living and working in the State. DPSCS is one of the largest Maryland state agencies, operating 13 correctional facilities, 5 pre-trial facilities, numerous parole and probation offices throughout the state, and a comprehensive re-entry services program for release inmates returning into the community. Throughout Maryland, DPSCS works and engages in communities and neighborhoods to which many of the inmates under its supervision will one day return.

DPSCS is committed to providing Maryland citizens, businesses, stakeholders, and other customers with the best possible customer service.

It is the DPSCS customer service promise and initiative to:

1. Improve the tracking, responsiveness, and time-to-resolution of all electronic, telephone, written, and in-person correspondence from our external customers;
2. Ensure state employees and managers continue to improve customer service skills through formal training classes and informal coaching on best practices in customer service;
3. Increase the number of services DPSCS provides online so that citizens and businesses can utilize self-service, as appropriate;
4. Update online publications, forms, FAQs, and pertinent information on our website so that citizens and businesses can find relevant information quickly and accurately; and
5. Use social media to help get the word out about services, events, and news to provide citizens and businesses with information important to them.



EMPLOYEE RECOGNITION

DPSCS is an innovative leader in providing public safety and needed services to individuals within our custody in safe and secure settings. This could not be accomplished without dedicated and hardworking staff. Correctional officers and employees continually rise to meet every challenge presented to them and fulfill an important, but often unseen, public service. Despite all the uncertainties, they continually show up, have each other's backs, and play an integral role in ensuring each facility, division and office runs as it should, in a safe, secure and efficient manner. While appreciation is endless, DPSCS annually highlights the exemplary Correctional Officers and public safety employees throughout Maryland during the National Correctional Officers and Employees Week held in May of each year.

The ongoing global pandemic has presented another novel challenge resulting in a great deal of change within the Department; however, it has also served to highlight the adaptability, courage and perseverance of the staff, who have continued to fulfill their roles throughout the adversity of the past year. This year DPSCS presented a virtual appreciation of Employees of the Year honorees through a video presentation which can be found by [clicking here](#).

Furthermore, DPSCS acknowledged and awarded **44** supplemental gift packages through a random selection raffle in which every (permanent, contractual, & temporary) employee was eligible. The following names are the **FY 2021 National Correctional Officers and Employees Week** random raffle winners:

AJOSE, GANIYAT	ISER, MICHAEL
ANDERSON, DONNA	JONES, CLARENCE
ASHDOWN, CHRISTINE	KANE, ROBIN
BABATUNDE, TOLULOPE	KESLER, JIMMIE
BIRKL, JARED	MAFFUCCI, JENNIFER
BOONE, DELLA	MATTHEWS, CLARENCE
BOTT, RICHARD	MCCLAFFERTY, MICHAEL
BOWEN, HENRIA	MILLER, JAMES
BRANCH, KENNETH	MONTAGUE, FELICIA
BROWN, TREVINO	MYERS, NELSON
CASE, ASHLEY	N'MENA, KWAMI
CROWNER, CHRISTOPHER	NICKLES, JAMES
EXINOR, JEFFERSON	PRESSLEY, IESHIA
FOWLER, MICHELLE	SAUNDERS, BRITNEY
FRITZ, ROBERT	SEMAN, CHRISTINA
GARWOOD, GREGORY	SIVELS, JOEZETTE
GRANT, STACY	SMITH, ROBERTA
HERRING, ROGER	STANFORD, PROSHA
HICKS, KELLY	STARNER, JOHN
HOLLIDAY, VINCENT	STEWART, JAVON
HOWELL, TALAYA	WHITE, PURTRINA
IGOMIGOH, ABIMBOLA	WOODWARD, JOAN

DETAILED FISCAL YEAR 2021 RESULTS

CUSTOMER SERVICE SURVEY

Early in 2016, as part of the Hogan-Rutherford plan for regulatory reform, Governor Hogan tasked all state agencies to set a new standard and change the culture throughout government to improve services for all Marylanders. Specifically, the [Governor's Customer Service Initiative](#) focuses on three core results for the citizens of Maryland:

- A renewed focus on a strong service culture in state agencies;
- Improved customer service training for Maryland state employees; and
- The establishment of customer service performance metrics

To date, Marylanders have submitted over 235,000 survey responses providing the Governor with feedback about their customer service experience with the state. The [Governor's Office of Performance Improvement](#) utilizes this feedback to assist agencies to implement performance and process improvements, while answering Governor Hogan's call to recognize and celebrate exceptional customer service.

The Office collects feedback from three sources. One of them is from survey links in every Maryland employee's email signature block and in various places on agency websites with the [Give the Governor Your Feedback](#) logo. The second source is from online transactions. When a Marylander completes an online transaction, the NIC Maryland survey link is provided. The third source is on Maryland Business Express where survey links are available for businesses to provide feedback.

CUSTOMER SERVICE TRAINING

DPSCS's customer service training is coaching and teaching support staff what they need to know to boost customer satisfaction. It involves teaching skills, learning product details, and working with technology and software to provide the best experience possible across all channels. Customer service training has been added to the DPSCS new hire orientation training along with the State's required customer service training via the HUB.



CUSTOMER INQUIRIES

TIMELINESS OF RESPONDING TO CUSTOMER INQUIRIES

DPSCS has a standard timeframe for responding to customer inquiries. Emails are encouraged to be responded to within 24 hours of receipt and no longer than 48 hours later. Voicemail and phone calls are encouraged to be responded to within 24 hours, Monday through Friday. It is required that if an employee should be out of the office, that the employee will put in an automated email response and voicemail that provides the customer with a name and phone number of a colleague who can assist in their absence. In FY 2021 a new office within DPSCS was formed: the Office of Constituent Services. The mission of the Office of Constituent Services is to provide a central point of contact for the citizens of Maryland to obtain information about the Department, to include but not limited to, Inmate Affairs, Governor's Internet Quorum, Public Information Act requests, as well as citizen inquiries and concerns.

BEST PRACTICES

Maryland DPSCS is committed to providing Maryland citizens, businesses, stakeholders, and other customers with the best possible customer service. To ensure every customer feels seen and at the center of everything DPSCS does, the following three (3) customer service best practices are considered standard:

EMPOWER EVERY EMPLOYEE

Every DPSCS employee is the Department's customer service and in many ways, the face of the Department's brand. DPSCS believes it is vital to attract the best talent with competitive pay and benefits, with a clearly defined path of training and promotion. DPSCS believes in showing appreciation for hard work, and finding ways to reward a job well done to increase employee satisfaction with the expectation that when hiring and retaining exceptional employees, exceptional customer service will follow.

MANAGE CUSTOMER EXPECTATIONS

It is the promise of DPSCS to be transparent with customers and tell them exactly what they can expect. Department employees are expected to work hard to exceed those expectations.

MAINTAIN FOCUS ON THE CUSTOMER EXPERIENCE

DPSCS clearly defines the Department's customer service standards beginning at orientation and then ensures everyone — from the Secretary to the newly hired employees — stays focused on the customer experience. New collaborative and messaging tools keep the lines of communication open across the Department. It is the vision of DPSCS to give employees the tools and support they need in order to provide superior service, and reward them when they do. Maryland citizens, customers, and employees are the heart of the Department, and staying focused on them is the best practice of all.

PLANS FOR IMPROVEMENTS

Management guru Peter Drucker is known for saying, **“What gets measured gets managed.”** DPSCS believes in this approach to improving customer service and the customer experience. It is the Department’s goal to improve tracking and data collection, responsiveness, and time-to-resolution of all electronic, telephone, written, and in-person correspondence from external customers and internal customers (colleagues). DPSCS plans to ensure all employees, managers, and partners continue to improve customer service skills through formal training and informal coaching based on best practices in customer service.

“Don’t dwell on what went wrong. Instead, focus on what to do next. Spend your energies on moving forward toward finding the answer.”

– Denis Waitley



DPSCS DOC CONTACT CENTER DATA

The DPSCS Division of Corrections (DOC) contact center is a structure within the Department that manages customer and constituent interactions regarding various issues and topics. DPSCS's DOC contact center handles inbound and outbound customer communication over multiple channels such as telephone, web, chat, email, messaging apps, and traditional mail. In the fiscal year 2021, the DPSCS DOC Contact Center handled approximately **1,474** customer inquiries. The table below is a breakdown of the number of inquiries per each issue/topic.

ISSUE / TOPIC	COUNT	ISSUE / TOPIC	COUNT
ADA	1	Legal	13
Adjustment Hearing	6	Library	8
Administrative Segregation	4	Mail	14
Appealing Mail Withholding	2	Medical	85
ARP	19	Pandemic Early Release	96
Case Management	280	Pardon	2
Clemency	1	Parole	30
COMAR	1	PC	11
Commissary	21	Phones	9
Commitment	14	Policy	2
Communication	1	PREA	7
Conflict with Correctional Staff	1	Programs	7
COVID-19	16	Property	69
CSE	2	Recreation	3
Datainer	2	Release	10
DIM Credits	9	Religion	4
Dis Seg	1	Restoration of GCC	2
Disabled Inmate	2	Safety	10
Early Release	1	Security	38
Health	4	Social Work	1
Home Detention	11	Staff Complaints	37
Housing	2	Stimulus Check	1
ICC	1	Transfers	35
IGO	4	Transportation	3
Inmate Account	20	Various	525
Inmate Jobs	3	Visits	14
IVAR	1	Work Release	8

IMPROVING THE CUSTOMER EXPERIENCE

MAKING AGENCY SERVICES AVAILABLE ONLINE

It is the vision of DPSCS to increase the number of available self services to access online through dpscsmaryland.gov. With the increased use of new technologies, DPSCS is in the process of developing an application that will allow users and customers to self schedule visitations with inmate loved ones, friends, and family members.

DPSCS is also in the process of developing a *Re-Entry Services Resource Portal* for citizens returning into the community. The goal is to provide resources and contact information for programs and organizations that may be of assistance to ultimately keep previous inmates from returning into the DPSCS system.

SOCIAL MEDIA USAGE TO IMPROVE THE CUSTOMER EXPERIENCE

DPSCS's social media channels help elevate the Department's customer service experience. By handling customer complaints and concerns through social media, the Department shows other customers how dedicated we are to keep them satisfied. The Department's strategy for using social media as a customer service tool centers on four (4) main pillars:

1. Be authentic;
2. Be an advocate;
3. Be responsive; and
4. Be available

In fiscal year 2021, DPSCS social media channels combined had a **2,183,693** overall reach for the year and an increase of **3,571** followers, from 14,318 to 17,889.

It is the plan of DPSCS to use social media to help get messages out about services, programs, events, and news to provide citizens and businesses with information important to them.



SERVICES PROVIDED FROM MULTIPLE PERSPECTIVES

TYPE, NUMBER, AND PROCESSING TIMES OF SERVICES FOR FY 2021

CRIMINAL HISTORY RECORD INFORMATION CHECKS

Nationwide, the language criminal history record information (CHRI) relates to events on a person's biometric or fingerprint based background check.

In accordance with COMAR, fingerprint based background checks are a method of identifying an individual using impressions of the minute ridge formations or patterns on an individual's fingers and thumbs, based on the accepted premise that no two individuals have the same ridge formations or impressions. Fingerprints may be performed:

- I. Manually, using ink and paper; or
- II. Electronically, using a Livescan device.

The background results will include both State and Federal CHRI if the agency has the legal authority to receive the federal background checks. Otherwise, it will only include the State CHRI. A CHRI will include both a State and national criminal history records check conducted by the Maryland Department of Public Safety and Correctional Services' Criminal Justice Information System (CJIS). The records will be maintained in the Maryland and FBI databases for further identification purposes.

CRIMINAL HISTORY RECORD INFORMATION CHECK FOR CRIMINAL SUBMISSIONS

TOTAL REVIEWED	AVERAGE TIME FOR PROCESSING
95,089	9 MINUTES, 27 SECONDS

CRIMINAL HISTORY RECORD INFORMATION CHECK FOR APPLICANT / LICENSING SUBMISSIONS

TOTAL REVIEWED	AVERAGE TIME FOR PROCESSING
349,064	14 MINUTES, 20 SECONDS



EMERGENCY NUMBERS SYSTEMS BOARD

The Maryland 9-1-1 Board was formed in 1979 (Chapter 730, Acts of 1979). The board coordinates installation and enhancement of county 9-1-1 emergency telephone number services systems. The board issues guidelines and determines review procedures to approve or disapprove county plans for these systems; provides for audit of Trust Fund accounts; and sets criteria for reimbursing counties. Money can be disbursed from the original 9-1-1 Trust Fund and from ongoing funds. The board's 17 members are appointed to four-year terms by the governor with senate advice and consent. The governor names the chair (Article 41, §18-103).

COUNTY 911 PLAN MODIFICATIONS

TOTAL REVIEWED	TOTAL APPROVED	TOTAL DENIED	AVG. PROCESSING TIME
8	8	0	14 DAYS

FUNDING REQUESTS

TOTAL REVIEWED	TOTAL APPROVED	TOTAL DENIED	AVG. PROCESSING TIME
334	332	2	14 DAYS

GOVERNOR'S INTERNET QUORUM (IQ) RESPONSES

The Governor's Internet Quorum (IQ) is responsible for reviewing and handling correspondence and inquiries on behalf of the Department from the Office of the Governor. This liaison consults with the Office of the Secretary, managing officials, and support staff to ensure that all IQ requests and telephone inquiries are addressed timely and completely by conducting research, writing or drafting correspondence, letters, and/or other written materials. There are a large volume of IQ requests and correspondences on a wide range of issues. In fiscal year 2021 DPSCS and related staff received the follow amount of IQ requests:

TOTAL WRITTEN IQ REQUEST RECEIVED	TOTAL WRITTEN IQ RESPONSES RESPONDED TO
611	611



INMATE GRIEVANCE OFFICE

The Inmate Grievance Office has jurisdiction over all inmate grievance complaints against Department of Public Safety and Correctional Services officials and employees. Those grievances that are not administratively dismissed for procedural or substantive reasons are scheduled for hearings in front of an administrative law judge at the Office of Administrative Hearings.

ACTIVE CASES AT START OF FY 21	GRIEVANCES RECEIVED	GRIEVANCES REOPENED	GRIEVANCES ADMINISTRATIVELY DISMISSED	GRIEVANCES SCHEDULED FOR HEARINGS
270	1465	5	1,200	100

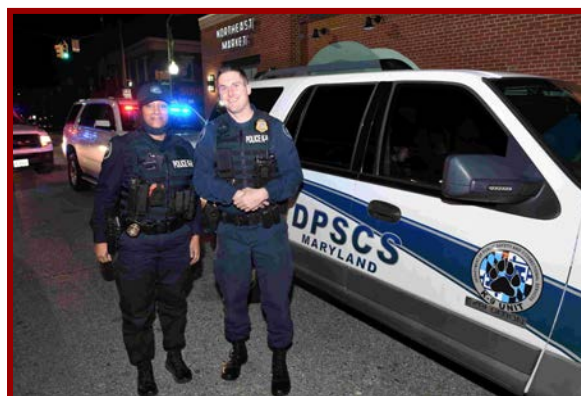
AVERAGE PROCESSING TIME
31 DAYS

DPSCS defines the average processing time as the period of time between receipt of the initial grievance and the decision to dismiss it outright or request additional information needed to complete the preliminary review. It does not include the time necessary to investigate the case, get documentation from the Division of Correction, or prepare a case for referral to the Office of Administrative Hearings (OAH). DPSCS does not chart the time on those instances and each case will vary depending on the issues raised.

MARYLAND SURVIVOR BENEFITS PROGRAM

DPSCS is honored to be the steward of the Maryland Survivor Benefits Program. This program provides a one-time monetary benefit to the surviving families of Maryland heroes who fall in the performance of a public or military service.

TOTAL CLAIMS	TOTAL COMPLETE	TOTAL LEGAL REVIEW	AVG. PROCESSING TIME
6	4	2	72.5 DAYS



OPEN PAROLE HEARINGS

The Maryland Parole Commission is charged with determining on a case-by-case basis whether inmates serving sentences of six months or more in state or local facilities are suitable for release into the community under certain conditions or supervision by the Division of Parole and Probation.

TOTAL HEARINGS FY 21
105



SEX OFFENDER REGISTRY

The public can get quick information and become better informed about convicted sexual offenders in their communities by logging on to the Department of Public Safety and Correctional Services' (DPSCS) [Sex Offender Registry Website](#) (WebSOR). WebSOR is updated daily by local law enforcement and the Maryland Sex Offender Registry Unit.

TOTAL OFFENDERS ON REGISTRY	TOTAL ADDED FY 21	TOTAL REMOVED FY 21
5,921	50	19

SATELLITE PROCESSING FACILITIES TO MEET CUSTOMER DEMANDS

FINGERPRINTING

The following **five (5)** Maryland Vehicle Administration (MVA) branches have partnered with the Criminal Justice Information System (CJIS) to provide fingerprinting services as our satellite locations to meet the demands of DPSCS customers:

Motor Vehicle Administration - Bel Air

501 West MacPhail Road
Bel Air, MD 21014

Motor Vehicle Administration - Frederick

1601 Bowmans Farm Road
Frederick, MD 21701

Motor Vehicle Administration - Waldorf

St. Charles Business Park
11 Industrial Park Drive
Waldorf, MD 20602

Motor Vehicle Administration - Salisbury

251 Tilghman Road
Salisbury, MD 21801

Motor Vehicle Administration - Glen Burnie

6601 Ritchie Highway, N.E.
Glen Burnie, MD 21062