



CHANGING
Maryland
for the Better



MARYLAND
Department of
Juvenile Services

Successful Youth • Strong Leaders • Safer Communities

Department of Juvenile Services **Customer Service Annual Report**



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Table of Contents

| | |
|----------------------------------------------------------------------|----|
| FY18 Highlights..... | 4 |
| Recognition Given to Employees | 5 |
| Leadership Analysis of FY18 and Summary of FY19 Approach | 7 |
| Detailed FY18 Results and FY19 Plans | 8 |
| Customer Service Survey Results..... | 8 |
| Status of Customer Service Training..... | 9 |
| Customer Inquiry Response Times and Overall Time-to-Resolution | 9 |
| Timeliness of Responding to Customer Inquiries | 9 |
| Best Practices | 9 |
| Plans for Improvement | 9 |
| Improving the Customer Experience from Multiple Perspectives..... | 10 |
| Making Agency Services Available Online..... | 10 |
| Processing Times for Customer Transactions | 10 |
| Adjusting Hours to Meet Customer Demands | 10 |
| Social Media Usage to Improve the Customer Experience..... | 11 |

FY18 Highlights

- The Department of Juvenile Services' (DJS) Office of Family Engagement created family engagement toolkits to help DJS facility staff have productive and meaningful family visitation events at its secure facilities. For FY18, over 1,000 families participated in over 100 family engagement events at DJS facilities Statewide.
- DJS's Office of Family Engagement developed the Family Peer Support Initiative to further assist youth and families involved with our agency. This Initiative connects youth and families currently involved with DJS with other youth and families who have previously been involved in the juvenile justice system. The peer supports will help DJS youth and families connect to services and serve as supportive guide through the juvenile justice process.
- DJS created a specific "Families" tab on its website to provide information about the operations of the department and resources available.
- DJS continued to use its website and social media platforms to promote events and recognize staff.

Recognition Given to Employees

Going Above & Beyond Award – This award goes to DJS staff who go above and beyond expectations of their assigned job duties to improve the lives of youth and families in Maryland.

Recipients:

Sherry Whelchel – Anne Arundel County

Christina Barton – Baltimore City Juvenile Justice Center

Latrona Diggs - Baltimore City Juvenile Justice Center

Sean Jefferson - Baltimore City Juvenile Justice Center

Barbara Mellerson - Baltimore City Juvenile Justice Center

Marquita Smith – Charles H. Hickey, Jr. School

Mario Monaldi – Charles H. Hickey, Jr. School

Marcus Jackson – Charles H. Hickey, Jr. School

Sherise Ball – Charles H. Hickey, Jr. School

Innovation Award – This award goes to creative and enthusiastic DJS staff who develop new programs or concepts that enhance the services and support for the youth and families served by the agency.

Richard Burton – Office of Special Projects

Leadership Award – This award recognizes DJS team members who lead through example, exceed expectations, and get the best out of their staff.

Debbie Thornton – Procurement Division

Joseph Hester– Fleet Management, Inventory Property Control & Real Estate Leases

Terence Curtis – HR Recruitment Unit

Acts of Courage – This award recognizes facility staff who went above and beyond the call of duty to protect the safety and security of youth and staff in the face of challenging circumstances.

Victor Cullen Center Team Award:

Gary Ison

Jennifer Ligget

Ayanna Morefield

Alania Spears

Teairrah Bostick

Laryssa Doody, Nurse

Fatu Mwatn

Jeremy Jeffers

Oluwatosin Agboola

Gorpue Cammue

Lawrence Johnson

Ramell Herder – Meadow Mountain Youth Center

Leadership Analysis of FY18 and Summary of FY19 Approach

DJS works with many stakeholders within the juvenile justice system in Maryland, but its primary customers are youth and families.

In 2015, DJS created the Office of Family Engagement for the purpose of improving the experiences of youth and families involved in the juvenile justice system in Maryland.

In FY 2018, the Office of Family Engagement engaged in a system-wide reform to create a standardized toolkit of activities to enhance family visitation events at each of DJS's 13 secure facilities. This toolkit was used by facility staff to guide the implementation of monthly youth and family activities. These activities were designed for families and youth to learn together and bond with the staff at the facility. For example, families and youth interacted through yoga and meditation classes and learned how to use those skills when they returned home to promote better relationships. Extension Educators from the University of Maryland Extension program worked with youth and families to create a family budget and develop a savings plan.

With the implementation of these family activities in FY 2018, over 1,000 families participated in over 100 activities in DJS facilities throughout Maryland.

The biggest customer service reform for DJS in FY 2018 was the development of the Family Peer Support initiative. This Initiative connects youth and families currently involved with DJS with other youth and families who have previously been involved in the juvenile justice system. The peer supports help DJS youth and families connect to services and serve as supportive guide through the juvenile justice process. As seen in other human service agencies, family peer support programs have been shown to reduce parental stress, increase the sense of empowerment, and motivate families to increase their involvement in the process.

In FY 2019, DJS is partnering with a family peer support vendor to commence the implementation process. The Family Peer Support Initiative will be implemented in five jurisdictions: Anne Arundel County; Baltimore City; Baltimore County; Prince George's County; and Wicomico County.

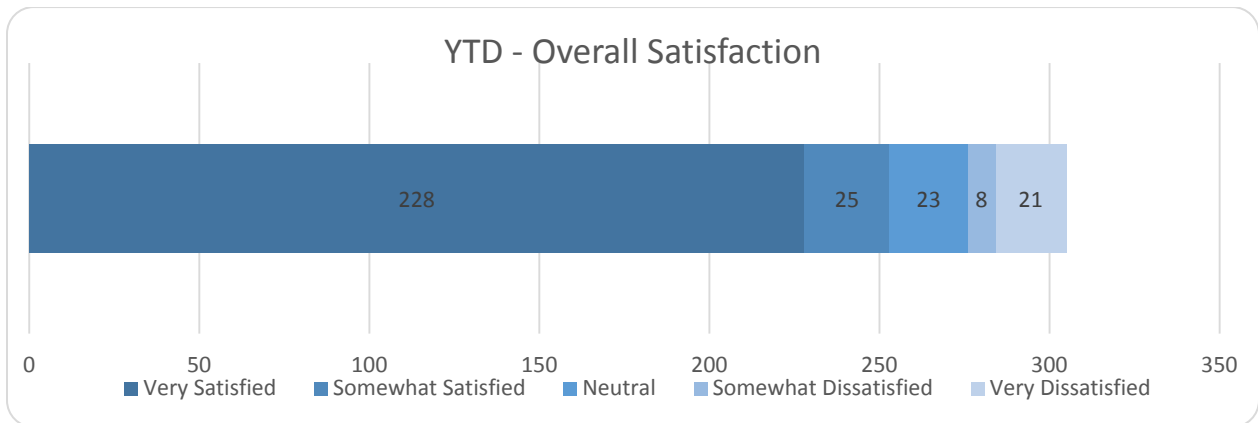
Family Peer Support Specialists provide the following types of assistance:

- Connect family families to resources (behavioral health, substance use, etc.).
- Provide guidance in completing forms and applications.
- Accompany families to meetings.
- Explain how the juvenile justice system works and what to expect.
- Empower families of DJS youth to effectively articulate their concerns and needs.

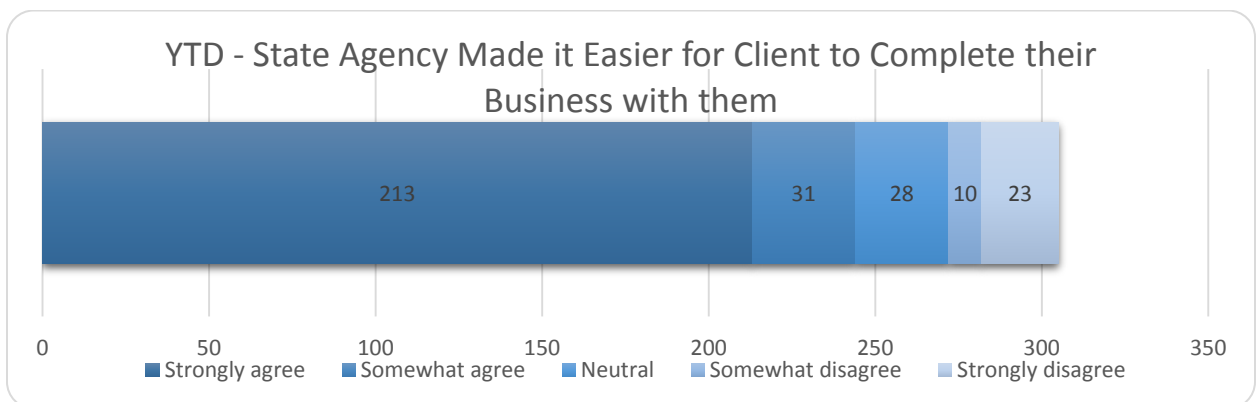
- Hold open houses in each jurisdiction once a month for families to attend, ask questions, and obtain service referrals.
- Host workshops to educate families on various topics such as behavioral health treatment resources, parenting skills, and Individualized Educations Plans.

Detailed FY18 Results and FY19 Plans

Customer Service Survey Results



- From January 1, 2018 to September 9, 2018, 312 responses were provided to the overall satisfaction question. Of the 312 total responses, 253 or 81% indicated that the customer was satisfied.



- From January 1, 2018 to September 9, 2018, 312 responses were provided to the statement that DJS made it easier for the customer to complete their

business with the agency. Of the 312 total responses, 244 or 78% indicated that the customer agreed with that statement.

Status of Customer Service Training

DJS offers both in-person and online customer service training. As of September 18, 2018, 1,432 DJS employees have completed customer service training, which is over 70% of the agency's workforce. The department will continue its efforts to ensure that customer service training is ongoing for both new and seasoned staff.

Customer Inquiry Response Times and Overall Time-to-Resolution

Timeliness of Responding to Customer Inquiries

DJS strives to accurately and timely respond to inquiries directed toward the agency. Most written inquiries directed to the agency's headquarters, whether they are public information act requests or general inquiries, are resolved within 2 to 4 weeks.

Best Practices

The majority of customer inquiries received by DJS headquarters are public information act requests. The process of reviewing and responding to those requests is centralized under the agency's Director of Communication. Other customer inquiries are directed to the Chief of Staff, who is the agency's customer service lead. By centralizing the process of handling customer inquiries to headquarters between 2 individuals, the agency can be more efficient and consistent in the manner it works with its customers.

Plans for Improvement

The Office of Family Engagement regularly responds to families who are experiencing issues with their experience and works with appropriate DJS staff and other stakeholders to develop solutions. In an effort to gather more meaningful data and identify trends, the Office of Family Engagement plans to develop a system to track the issues and responses in FY19.

Improving employee morale is an additional element to DJS's customer service plan. To assist in gauging the overall morale of DJS's staff, DJS has developed a detailed employee satisfaction survey that will be implemented in FY19.

Improving the Customer Experience from Multiple Perspectives

Making Agency Services Available Online

DJS's website is continually undergoing improvements to enhance the user experience and ease of accessibility. Currently, DJS has online forms for customers to make a public information request. DJS has enhanced its website to help youth and families locate each of DJS's 34 community offices and 13 facilities around the State. Additionally, the DJS website has a page that provides the menus and the food of the month for each of its 13 secure facilities. DJS also has a page that displays facility capacity through visual indicators to assist judges and magistrates in making court decisions.

In FY 18, the Office of Family Engagement updated the DJS website to include a family tab to create a dedicated page for DJS families to obtain information about the juvenile justice system, the department's resources and community resources.

Processing Times for Customer Transactions

Intake is the first point of contact between the department and youth, who are most often brought to the department's attention through a juvenile complaint filed by law enforcement. At this critical junction, DJS intake staff must review the complaint and meet with the youth, family and other caretakers and the victim if possible to determine how the youth's case will proceed. A youth's case could be formally sent to the State's Attorney to potentially begin the court process or could be informally handled outside of the court through DJS or resolved at intake entirely.

DJS intake staff are required both statutorily and through DJS policy to resolve juvenile intakes within 30 days to the extent possible. Through its case management tracking system, the rate of DJS intake workers finalizing juvenile intake decisions within the deadline was 94.5% in FY 2018. DJS is pleased with this result because timely case forwarding decisions at intake are critical to ensure justice, fairness and public safety for the community, victims and youth involved in juvenile offenses.

Adjusting Hours to Meet Customer Demands

DJS's primary contact with youth and families in the community are in the department's community offices throughout the State. These community offices are divided among six operating regions. In most regions, community offices will remain open beyond traditional office hours as needed to meet with youth and families. In Baltimore City in

particular, community offices have extended hours on Wednesdays to accommodate the work and home lives of Baltimore City youth and families.

Social Media Usage to Improve the Customer Experience

DJS was pleased to see an increase in Facebook likes of approximately 22% from September 2017 to September 2018. For any messages or posts on Facebook, DJS' Communications Office responds within 24 hours. DJS utilizes Facebook to announce events such as its Opioid Overdose Awareness Conference, employee awards, entry-level graduations, job recruitment listings, family engagement, and youth activities. Typically, DJS' Facebook posts reach an average of 675 people.

Similarly, DJS utilizes its Twitter account to promote various events that highlight the department's work with youth and employee recognition. DJS currently has 1365 Twitter followers, which is a 59.4% increase from last year. The most viewed tweet this year was for a youth job fair at Cheltenham Youth Detention Center.

In FY 2018, DJS will continue to promote important events, employee recognitions and providing more information about the agency's reform efforts, initiatives, and explanations about the juvenile justice system generally. The department believes that social media can be a valuable tool to provide helpful information to its customers and better insight into how the juvenile justice process works in Maryland. In addition, social media is another resource for families, youth, employees, and the general public to engage with the department.

Conclusion

As the department strives to fulfill its mission of successful youth, strong leaders and safer communities, DJS continues to work towards providing a more supportive and customer-oriented approach to its primary customers: youth and families. From the creation of the Office of Family Engagement to annual awards for outstanding DJS employees, the department is continually trying to improve its approach to customer service. DJS is proud of the recent advancements in its efforts to create a more customer-friendly experience but also understands that there is always room for improvement. Ultimately, DJS seeks to engrain a focus on customer service in all of its functions in order to promote better outcomes for the youth and families the agency serves.

