



The Governor's Office of Crime Control & Prevention
FY 2017 Customer Service Annual Report

Produced by:
Governor's Office of Crime Control & Prevention

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FY 2017 Highlights

In an effort to fulfill our commitment to support Governor Hogan's Customer Service Promise Initiative, we present the following highlights:

- 98% of staff have participated in the formal customer service training.
- Increased social media to help get the word out about services, events, and news to provide citizens and businesses with information important to them.
- Updated online publications, forms, and pertinent information on our website so that citizens and businesses can find relevant information quickly and accurately.
- Incorporated the customer service survey on the Governor's Office of Crime Control & Prevention's (Office's) website and reviewed survey results in order to continuously improve customer service.

In addition to the highlights listed above, the Office also provided an extraordinary customer service experience through other interactions and commitments (*as illustrated below*).

Outcome-Based Performance Measures

The Office has placed a significant emphasis on developing and implementing outcome-based performance measures for our grantees, instituting strategic planning to align priorities at the State and local level, implementing evidence-based practices and data-driven decisions that will ensure resources are allocated to issues that can demonstrate outcomes.

The outcome-based performance measures have our customers integrating outputs and outcomes within their grantee reporting process/package. The performance measures assist our customers in providing the most effective services by identifying the outputs which quantify the number of services or products provided or produced as a result of specific activities related to the program. The outcomes assist the customer in measuring changes in the quality of life, change in behavior of the client, or an impact as a result of the program. Outcomes can be numerical counts, standardized measures, level of functioning scales, or client satisfaction. The measures will highlight the best evidence-based practices as a result of customer performance and program effectiveness. This will ultimately benefit and provide better service to the citizens of Maryland.

Crime Victims' Rights Conference

The Office held the 2nd annual *Crime Victims' Rights Conference* on April 7, 2017, during National Crime Victims' Rights Week. A total of 344 participants attended the conference. This free one day conference for professionals who work with victims of crime was hosted by the Office. At this event, Governor Hogan presented three Victim Service Awards. The Vincent Roper Memorial Award is in recognition of outstanding work to secure crime victim justice for all in a quiet and selfless manner. The Henry Gleim Memorial Award is in recognition of outstanding services to crime victims and those who work to serve them. The Virginia Mahoney Award is in recognition of a prominent state leader, or high-ranking official, who has epitomized true leadership in support of victim rights. Nine workshops were offered which consisted of various topics ranging from human trafficking to internet safety, and adverse childhood experiences. In response to this conference, a survey was distributed to all attendees to gather

feedback and suggestions to improve upon our efforts, moving forward. Some of the comments include the following:

- “Valuable information; unbelievable sex trafficking statistics”
- “Keynote speaker was extremely effective and motivational”
- “Legislative updates were helpful, raise awareness”
- “All of the topics and presenters were great”
- “Helpful to meet others in fieldwork; diversity of topics”
- “Topics were interesting, relevant in today’s society”

This conference provides an opportunity for our sub-recipients and others in the field to come together and gather valuable information, meet others in the field, network and share ideas. Additionally, it provides an opportunity for our staff to survey the victims services community and find out where gaps in knowledge and services exist. This information is then used to target training and funding.

Human Trafficking Trainings

In FY 2017, 24 Human Trafficking Conferences/Trainings were held throughout the State. Ten of these were specific to law enforcement and 14 were a combination of law enforcement, general public, students, business leaders, faith leaders, hospitality professionals, educators, medical professionals, and social service agencies. Law enforcement specific trainings focused on the State and Federal definitions of human trafficking and where human trafficking can be found in Maryland. It also discussed the basic concepts of a victim centered approach for law enforcement, investigative tools, techniques, and strategies. Additional topics presented to non-law enforcement agencies included domestic minor victims, victim trauma, victim-related substance use disorders, interviewing techniques, victim required services, and stigma reduction. A total of 747 participants attended the law enforcement specific trainings while, 840 participants attended the other 14 human trafficking events.

A subsample of 140 training participants was surveyed and over 60% of those responding indicated they had used the information and techniques provided by the training in a human trafficking case or other criminal investigation. Additionally, 25% of respondents indicated that they initiated one or more human trafficking investigations since the training occurred, and that the information learned at training was helpful for those investigations. Based upon surveys, participants found the following areas particularly helpful in investigations:

- “Understanding victim’s position”
- “Evidence to be seized”
- “What to do for a victim to make them safe and comfortable”
- “Having additional law enforcement contacts and investigative tools”
- “Information on juvenile victims of human trafficking”
- “Methodology used by traffickers”
- “The entire investigation was a result of the [human trafficking] training I received. Without the information learned I would not have recognized the indicators present during the traffic stop.”

These trainings provide participants with practical and necessary information to address human trafficking, while being sensitive to the needs of victims. By continuing to survey participants,

the Office ensures that the training stays relevant to the target audiences and trainings can be adjusted to meet their needs.

Criminal Justice Reform

The Justice Reinvestment Initiative is a nationwide, data-driven approach to improve public safety, reduce corrections spending, and reinvest savings in programs that decrease crime and reduce recidivism. The Justice Reinvestment Act (Act), which represents the most comprehensive Maryland criminal justice reform to pass in a generation, works to hold individual offenders accountable for their actions and the government accountable for its responsibility to spend tax dollars wisely and ensure safe communities. The Act emphasizes diversion to treatment for those struggling with addiction, provides an opportunity to elevate the voice of victims, and strengthens community supervision through evidence-based practices. As the Office begins its implementation year for the provisions effective October 1, 2017, it is committed to offering venues for community feedback and engagement through the Justice Reinvestment Act Local Commission, training presentations on new impacts, and outreach to non-governmental partners.

Streamlined Application/Award Process

In FY 2017, the Office implemented a State-approved method of electronic authentication, authorization, and accounting. This allows for the paperless distribution of grant award packets, and paperless submission/collection of grant applications, grant award acceptance documents, financial reimbursement requests, and other important grant-related documentation. This enhancement incorporates automatic email notifications when documents are submitted and allows the Office to review and electronically approve the submission, or return it to the subrecipient for modification. A comprehensive activity log feature allows the Office to effectively and efficiently communicate with subrecipients throughout the entire process. This new electronic process replaced our old paper-based submission process in which all required documentation was submitted and reviewed in hard-copy format. These automation efforts have greatly improved the processing and turnaround times for tasks related to these documents, allowing us to be more responsive to our customers needs.

Leadership Analysis of FY17 and Summary of FY18 Approach

As Maryland's State Administering Agency, the Governor's Office of Crime Control & Prevention, delivers a diverse range of services and functions to our customers by serving as the primary coordinating body for state and local public safety issue identification, system collaboration, policy development, and system planning and implementation. We also allocate resources statewide and distribute, monitor, and report on spending under the federal and state programs.

Governor Hogan's Customer Service Promise Program provides a great opportunity for State employees to think of customer service in a much broader view by acting as a change agent. By exemplifying the principles within the Promise, employees go above and beyond customer expectations to solve specific problems or create new processes (or alter existing processes) that will significantly improve the delivery of services.

In FY 2017, 98% of staff have participated in the formal customer service training. The office has also examined staff work hours to ensure we are meeting the needs of the clients we serve. Additionally, the office has increased its social media presence and updated online resources on our website so that citizens and businesses can find relevant information quickly and accurately. The customer service survey has been incorporated on the Office's website and all staff emails. The results are then reviewed in order to continuously improve customer service.

Looking forward to FY 2018, the Office will continue cultivating a culture of customer service amongst all staff members. The Office is establishing timelines for completing the customer service training for all new hires. We will also schedule the first employee recognition Committee meeting in November. This group will meet monthly to nominate employees for the Governor's Customer Service Heroes Award. We will continue to review the results of the customer service survey and take appropriate action and share success stories with our staff.

On the following pages you will find an in-depth description of the FY 2017 results as well as our strategies to address customer service in FY 2018.

FY 2017 Results

Status of Customer Service Training

As of June 30, 2017, 98% of the Office's staff attended the formal GOLD Standard Training Sessions. The Maryland Department of Human Services presented these trainings on January 5, 2017, and March 30, 2017, at 100 Community Place, Crownsville, Maryland.

In addition to our vision, mission, and objectives, the Office is committed to providing the extraordinary customer service experiences which are illustrated below and on the following pages.

Friendly and Courteous

The Office strives to ensure our customers receive the necessary aid during all phases of the grant administration process to make their experience successful. One of the many successful ways our Office achieves this goal is through our Help Desk. Our online Help Desk portal allows users to submit support requests and track the progress of these requests through completion. It also provides access to user guides, how-to-tutorials, frequently asked questions, and more. In FY 2017, the Help Desk received and resolved 2,536 help desk tickets, with an average resolution time of 24 hours.

The Office also provides our customers with friendly and courteous program and fiscal technical assistance on all grant-related activity to ensure an extraordinary customer service experience.

Timely and Responsive

Demonstrating our commitment to augment the customer service experience, the Office made enhancements to the Grants Management System in FY 2017. This includes updates to online Grant Adjustment Notices and user-customizable dashboards, and the development and implementation of a State-approved method of electronic authentication, authorization, and accounting. This allows for the paperless distribution of grant award packets and the paperless submission/collection of grant applications, grant award acceptance documents, financial reimbursement requests, and other important grant-related documents. These automation efforts have greatly improved the processing and turnaround times for tasks related to these documents, thus offering the customer both an online/on-demand option to conduct business with the Office, which ultimately allowed us to be more responsive to our customers needs.

The Office is also committed to a timely response to each and every customer within a defined period of 24 hours during the business hours by phone or email, and respond to requests for information as soon as possible.

Accurate and Consistent

In an effort to provide our internal and external customers with the most up-to-date information that is accurate and consistent, the Office created internal data dashboards to be able to quickly research information from the Grants Management System to respond more timely to the requests of subrecipients, PIA requests, and the Administration. The Office is currently

expanding the use of the data dashboards to analyze data required for legislative reports, internal strategy and policy, and funding allocation.

Accessible and Convenient

The Office is committed to providing well documented information that is easily accessible and convenient to our customers. The different types of available information on our website include, but are not limited to, grant management system which includes the programs, process and reports; Boards, Councils, Committees and Workgroups; crime data; public meetings; press releases; and employment opportunities.

Grants Management System

The Grant Management System (GMS) serves as a well-organized and navigable web-based system for novice users. This system provides a single portal through which all tasks associated with applying, awarding, and managing of the Office's grants are performed. In FY 2017, the system was successfully accessed by 402 unique organizations.

- External organizations (subrecipients) use the system to:
 - Input and manage information pertaining to their organization
 - View/search for available funding
 - Apply for grants
 - View the status of grant applications
 - Report and track grant award/project performance through the submission of programmatic reports
 - Track grant award expenses and request reimbursement through the submission of financial reports
 - Submit change requests for project officers, project dates, project scope, and budget modifications
 - Manage/maintain compliance information for awarded grants

Resources and Training Materials

The Office strives to support the needs of our customers through the creation and publication of high-quality, available-anywhere GMS training materials to our website. These resources include video walkthroughs, web-based guides, and downloadable cheat sheets for every step of the grants cycle, resulting in a comprehensive curriculum suited to all user levels. In FY 2017, the Office's website received over 6,300 views for the GMS support-related pages.

Training Videos

The Office has created and published 19 GMS training videos to our website. These training videos are grouped by functional area and include sections for general system navigation and use, grant application submission, and grant award reporting. Collectively, these videos were viewed over 1,200 times in FY 2017. The number of unique views by training video is captured in the tables below.

Grant Management System Navigation and Use

Video	# views FY 2017
Part 1: Standard Home Page and Dashboards	136
Part 2: Grant Management Menu	93
Part 3: Sorting	61
Part 4: Navigation and Status Bar	44
Part 5: Filters and Searching	45
Part 6: Dynamic Home Page and Personalized Dashboards	59
TOTAL	438

Grant Application Submission

Video	# views FY 2017
Part 1: Introduction and NOFAs	79
Part 2: Face Sheet and the Grant Application Screen	77
Part 3: Officers, Service Sites, Summary, and Narrative	90
Part 4: Budget	110
Part 5: Electronic Submission	103
TOTAL	459

Grant Award Reporting

Video	# views FY 2017
Part 1: Introduction and Overview	104
Part 2: Performance Measures	113
Part 3: Progress Reports	56
Part 4: Financial Reports	94
TOTAL	367

Truthful and Transparent

We recognize the evolving needs of our customers and will advance a culture of honesty, clarity and trust. As more people gravitate to online content, we plan to utilize social media to engage and inform the people of Maryland of their Government's commitment to crime control and reduction.

The Office utilizes social media to provide information on events and activities relevant to our partners, grant recipients, and the services they offer. In FY 2017, the Office averaged 324 impressions per day on Twitter, and 99 per day on Facebook. This represents 118,260 points of constituent engagement annually on Twitter, and 36,135 on Facebook. That is more than 154,000 points of constituent engagement annually. The Office intends to increase use of its social media by at least 50%.

FY 2018 Plans

In order to build upon the efforts made to date, the Office will continue to identify effective and efficient ways to enhance the customer service experience and ensure that our service is best meeting the needs of our customers. The Office is continues to improve the customer experience in the following ways:

- The Office will cultivate a culture of customer service amongst all staff members.
- The Office will continue to work with the Department of Information Technology to ensure the most up-to-date customer service survey is utilized to measure the results of our customer service efforts.
- All new staff members will be required to attend customer service training within three months of their start date. Human Resources and the immediate supervisor will ensure compliance.
- The Office will routinely track, monitor, and report the customer service survey results gathered from the website and email to provide to its internal and external customers with the expectation of improving upon its services.
- The Office will create and provide surveys to track customer feedback for all sponsored events.
- The Office will develop a mechanism to track customer comments that are received through emails versus completing the standardized survey.
- The Office will develop a system to ensure employees are recognized for their dedication and exemplary service to our customers. The Office will support the program by forming a Committee to identify and nominate, on a monthly basis, a Maryland State workforce team member on the front line or other customer facing position who exemplifies the principles identified in the Customer Service Promise. The Committee will seek the input from the entire staff to create an employee recognition program to support the Governor's Customer Service Heroes Award. The Committee would include the Assistant Director within each Division and possibly the Departmental Chiefs/Directors and a number to be decided upon of nominated staff members to participate with developing the overview, committee team responsibilities, criteria for selecting award nominees, and recipient rewards/incentives (in addition to the heroes award). We believe this recognition program will support employee morale and spark new and creative ideas to heighten the customer service experience.
- The Office will create a tracking process to identify and gather all data as it relates to grant programs and grant funding amounts for the Office's identified objectives.
- The Office will continue to increase the use of its website and social media as a platform for the timely and effective dissemination of information to its internal and external customers.
- The Office will identify, document, and implement best/promising practices to improving timeliness of handling customer inquiries.
- The Office will increase the overall visibility of the following resources on our webpage:
 - *Grant Match Calculator*: Ensure greater accessibility for our users.
 - *Tips and Guidance*: Ensure visibility of guidance materials.
 - *Trainings*: Ensure greater visibility with scheduled training events.

In conclusion, the Governor's Office of Crime Control & Prevention is committed to providing excellent customer service. We look forward to another productive year of furthering our

commitment to provide extraordinary customer service to our internal and external customers. Feedback and suggestions are welcome; please contact Robert James, Communications Director and Customer Service Liaison, at robert.james1@maryland.gov or complete our customer service survey located on our homepage at www.goccp.maryland.gov.