

Governor's Customer Service Initiative

Annual
Report
2018



CHANGING
Maryland
for the Better

Building on Success

They say that success breeds success. So it should come as no surprise that, two years into our Customer Service Initiative, we continue to see improvements and success stories across all state agencies.

In June of 2016, our administration rolled out an ambitious endeavor – to change the culture of state government and drastically improve the citizen experience. The need for such reform was known anecdotally when we came into office and was confirmed through the thorough and helpful feedback we received from our customers during the public hearings held by our Regulatory Reform Commission chaired by Lt. Governor Boyd Rutherford.



After our initial success in FY17, state agencies continued in FY18 to implement their customer service improvement plans, provide training and recognition for our team members, and collect customer satisfaction data. We also continue to proudly display our Customer Service Promise in agencies across the state, which clearly explains what our customers should expect from us.

THE CUSTOMER SERVICE PROMISE

The State of Maryland pledges to provide constituents, businesses, customers, and stakeholders with services in the following manner:

- **Friendly and Courteous:** We will be helpful and supportive and have a positive attitude and passion for what we do.
- **Timely and Responsive:** We will be proactive, take initiative, and anticipate your needs.
- **Accurate and Consistent:** We will always aim for 100% accuracy, and be consistent in how we interpret and implement state policies and procedures.
- **Accessible and Convenient:** We will continue to simplify and improve access to information and resources.
- **Truthful and Transparent:** We will advance a culture of honesty, clarity and trust.

CHANGING Maryland for the Better

Larry Hogan, Governor • Boyd Rutherford, Lt. Governor

Key components to our success include the feedback we receive from you, our customers, and the innovative ideas and process improvements provided by our team members. Details of these accomplishments are highlighted in this FY18 Annual Report, and agency-specific reports are available on their respective websites.

I want to thank all of our hardworking state employees for the service they provide, as well as the members of our Customer Service Workgroup who continue to provide our administration with feedback and ideas for ongoing improvements. We look forward to building on our success and continuing to change Maryland for the better!

Larry Hogan
Governor

Your Voice is Heard

The Governor's Customer Feedback Survey provides Marylanders with an opportunity to give feedback about their interactions with state government. In FY18, we received 51,463 survey responses with 45,121 being satisfied with the overall customer service experience, making the overall customer satisfaction rating 87.7%. This is a 6% increase over our 81.7% rating in FY17.



87.7% Overall Customer Satisfaction Rating

We collect feedback from three sources: one from survey links in Maryland employees' email signature blocks and in various places on agency websites with the "Give the Governor Your Feedback" logo; the second from online transactions after customers complete an online transaction; and on Maryland Business Express, where survey links are available for businesses to provide feedback.

	<p>Responses Received</p> <p>18,956</p>	<p>Percent Satisfied</p> <p>80%</p>
	<p>Responses Received</p> <p>29,086</p>	<p>Percent Satisfied</p> <p>92%</p>
	<p>Responses Received</p> <p>3,421</p>	<p>Percent Satisfied</p> <p>96%</p>

Agencies also collect feedback using other surveys and feedback forms at various events. For example, the Department of Transportation utilizes a third-party contractor to collect survey data throughout the year and has a similar customer satisfaction rating. The Governor's Office of Community Initiatives hosts events throughout the year and uses a paper-based survey form at these events. Most importantly, the Governor's Customer Service Initiative is about listening to Marylanders and taking direct actions to improve the customer experience.

Feedback Loop – Take Action & Follow Up

Information provided by Marylanders through the survey is used to improve products and services and to take action so that we can follow up with customers. For example, there is a Reason for Contact and a Comments field on the survey. Forty-five percent of survey respondents on the Governor's Feedback survey provided comments and contact information. Each agency reviews survey responses, in many cases daily and in every case at least weekly, in order to identify survey responses that have action items, to take action, and to follow up with customers. For example, a survey response about a nursing license had missing data on the application and was on hold for processing pending collection of the missing data. The Board of Nursing saw the survey response, identified the woman's application, and contacted her to collect the missing data. The nursing license was then issued.

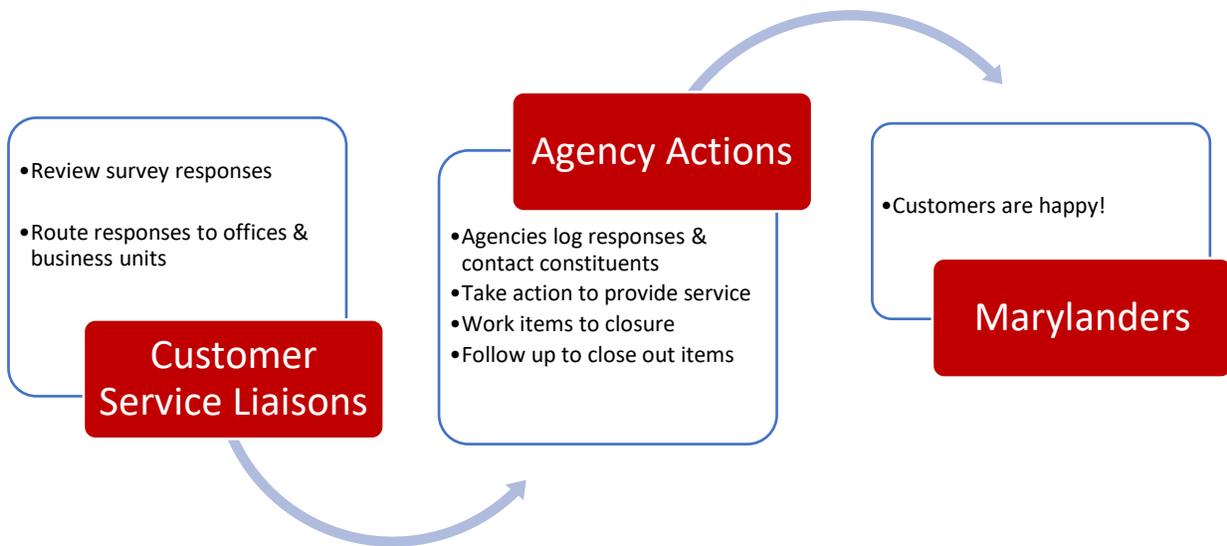
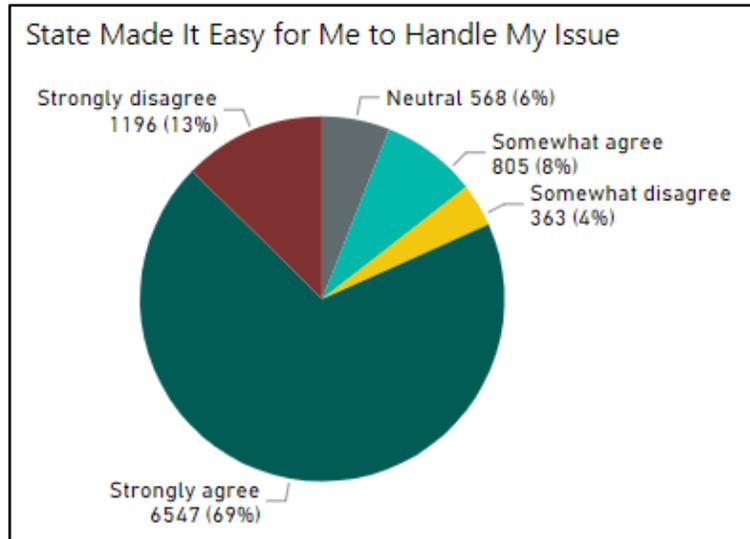


Figure 1. Action items from survey responses are routed to agencies to follow up with constituents.

Make It Easy

This year, we added a survey question measuring if “The state made it easy for me to handle my issue.” Seventy-seven percent of respondents agreed. For online transactions, we asked whether “I would recommend using this online service to another person,” and 91% of respondents agreed.

We are using this feedback to pinpoint areas for improvement. State agencies will continue using this feedback to take action to assist Marylanders on action items and to make process and policy changes that reflect the voice of the customer by continuing to listen to feedback. While statistics illustrate satisfaction in most cases, we have plenty of room to continue making improvements to the customer experience.



Efficiency, Innovation & Collaboration

Improving the customer experience can happen in multiple ways. Here are some success stories that show how this is being accomplished.

Mobile Access

AccessDNR is the Department of Natural Resources' official, award-winning and free mobile app for outdoor enthusiasts, available on iOS and Android devices.

Whether you want to visit a state park, hunt or fish, explore waterways by boat or kayak, or simply watch wildlife, the AccessDNR app provides all the information and services users need on the water, at the beach, or in a hunting blind. Features include:

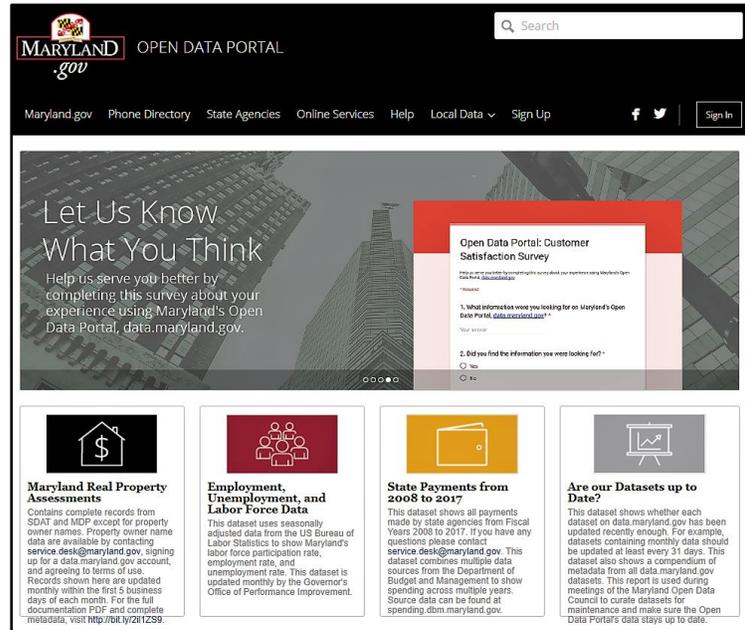
- A location-based sunrise/sunset display
- A Trophy Case, where hunters can upload harvest photos and share through Facebook, Twitter, or by email
- An option for hunters to directly report their harvest
- Boating speed limits
- Breaking news and alerts
- Fish and shellfish identifier
- Hunting, fishing, and boating regulation guides
- Hunting season information by date
- Maps and directions to boat launches and water access sites, state parks, trails, and wildlife management areas
- State Park activities and amenities by location
- Tide timetables and state fish record information

As of the end of FY18, 78,709 people have downloaded and are using the app. It enhances the digital service by giving the customer one-click access to specific outdoor recreational information and online resources.



Share Data

The Governor's Coordinating Offices curates the Maryland Open Data Portal. Ranked as the **#1 Open Data Portal in the Nation by the Center for Data Innovation**, the portal contains over 1,000 datasets of state and partner data available to the public.



Free E-ZPass

On May 23, 2018, Governor Hogan announced that the Maryland Transportation Authority (MdTA) would permanently eliminate the \$7.50 E-ZPass Maryland transponder fee, putting money back into the pockets of hardworking families, retirees, and small businesses. Eliminating this fee has been a huge success to date, with transponder sales during the month of June alone up more than 125% from the same timeframe in 2017.

At the MdTA, providing an exceptional customer experience is a top priority. The vision is clear – to improve the quality of life and free up time for the citizens of Maryland by revolutionizing customer service, delivering exceptional transportation alternatives and providing a safer,



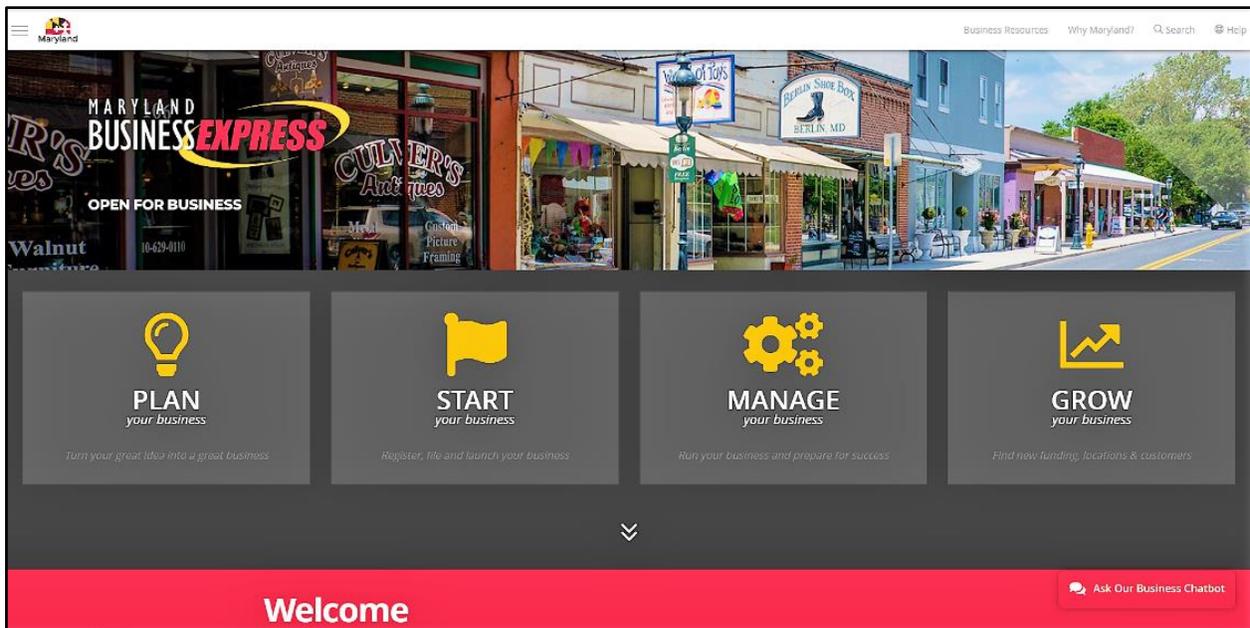
faster, and more reliable driving experience. Customers using E-ZPass Maryland save time and 25 percent or more on Maryland tolls. Customers not only save money but have an enhanced customer experience at toll plazas, experiencing time savings when traveling, improved air quality by lowering emissions, and by far, taking advantage of the most efficient toll payment method. Toll reductions, fee eliminations and free transponders – it's never been a better time for E-ZPass Maryland customers!

Business Express

Most notably in FY18, the State Department of Assessments and Taxation (SDAT) launched the new, nationally award-winning Maryland Business Express site, a multi-agency collaboration that makes it easier than ever for Maryland's small business owners and entrepreneurs to plan, start, manage, and grow their business. This site, located at businessexpress.maryland.gov, combines information previously spread across many state agencies into one, easy-to-navigate site, while providing a clear outline of steps involved in starting a business.

The site's layout is based on the questions most commonly asked by existing business owners and aspiring entrepreneurs, and contains four main sections: Plan, Start, Manage, and Grow. The Plan and Start sections list orderly steps that guide entrepreneurs through the process of developing a business plan, registering a business, and applying for tax accounts and licenses. The Manage and Grow sections help business owners remain in good standing, make legal changes to their business, and find additional programs that best fit their needs.

This website also includes a digital assistant called "Chatbot," which is the first to be used by any state government specifically for business purposes. The Chatbot and Maryland Business Express are available to communicate with and guide Marylanders 24 hours a day, 7 days a week. This new online resource provides tremendous customer service to Marylanders, allowing them to interact with state government whenever it is convenient for them. Not only is Maryland Business Express providing added accessibility and convenience to citizens, but it is ensuring that Maryland is Open for Business by stimulating economic growth through entrepreneurship.



Empowering Ideas

The Maryland Department of Commerce created what they call Management Boards, modeled after a successful and long-standing program at McCormick & Co. headquartered in Hunt Valley, MD. Members of the management team are invited to join on a six month project-based team. The Board is tasked with designing and developing an initiative or program that will improve organizational culture or a business process. When completed, the agency's leadership team commits to implementing the Board's idea. Part leadership development and part continuous improvement, this initiative has empowered members of management to be innovative and collaborative.



Green Light Collaboration

The Maryland Department of Transportation State Highway Administration (MDOT SHA) launched Project Green Light, an innovative program that allows employees to submit ideas for review and implementation. Ideas must address the four focus areas of MDOT SHA:



Communication, Innovation, Modernization and Customer Experience. Presentations were handled like those on the popular television show, Shark Tank. Senior Managers will work with winning Project Green Light participants on implementation and to develop topics approved for further investigation. By empowering employees to submit ideas for a better MDOT SHA, we are creating a better workplace for everyone. Submitted ideas included streamlined approaches to utility relocations and electronic rating systems that will replace laboriously handwritten reports. The first round of Project Green Light netted more than 30 submissions, with 16 selected for presentations.

Benchmark the Best

From the onset, the Governor's Customer Service Workgroup has been benchmarking the private sector, modeling companies that have a reputation for providing exceptional experiences. In 2018, leaders of the Workgroup partnered with the Maryland business community to create a customer experience local network where we can continue to collaborate and share best practices centered around customer experience, employee experience, and brand experience.

Maryland is aggressively marketing itself as a great place for business – not only to decision-makers here within the state but also around the country through the "Open for Business" campaign. Open for Business is more than a catchphrase -- it underscores our commitment to creating a pro-business atmosphere in Maryland through fostering a great customer experience, training a skilled workforce, and cutting business-killing regulations and eliminating red tape.



Private sector companies, nonprofits, and government agencies that want to deliver on customer experience all see how these efforts will be most successful when they are strategically tied to employee experience and brand experience. The Governor's Customer Service Workgroup looks forward to continuing to collaborate with Maryland companies as we share and learn from each other.

Recognizing "Hogan's Heroes"

When we benchmark customer experience best practices from the private sector, it's clear that the organizations that have a reputation for impressing their customers start with an excellent internal culture. This is why training and recognition have been a core component of our initiative from the beginning.

Governor Hogan has continued to present his Customer Service Heroes awards to state workers who have gone above and beyond the call of duty by providing an exceptional customer experience or by creating a specific process improvement. In addition to presenting these recognitions at the Board of Public Works meetings, these awards have also been presented during the governor's regional cabinet meetings across the state.



Participating Agencies

- Department of Aging
- Department of Agriculture
- Department of Assessments & Taxation
- Department of Commerce
- Department of Budget and Management
- Department of Disabilities
- Department of Education
- Department of the Environment
- Department of General Services
- Department of Housing & Community Development
- Department of Health
- Department of Human Services
- Department of Information Technology
- Department of Juvenile Services
- Department of Labor, Licensing & Regulation
- Department of Natural Resources
- Department of Planning
- Department of Public Safety & Correctional Services
- Department of Transportation
- Department of Veterans Affairs
- Governor's Office of Small Business Regulatory Assistance
- Governor's Office for Children
- Governor's Office of Crime Control & Prevention
- Governor's Office of the Deaf & Hard of Hearing
- Governor's Office of Community Initiatives
- Governor's Grants Office
- Governor's Office of Performance Improvement
- Governor's Office of Small, Minority & Women Business Affairs
- Maryland Higher Education Commission
- Maryland Insurance Administration
- Maryland Lottery & Gaming Control Agency
- Maryland Emergency Management Agency
- Maryland Energy Administration
- Maryland Environmental Service
- Maryland Institute for Emergency Medical Services Systems
- Maryland Stadium Authority
- Military Department
- Maryland State Police
- Secretary of State

Governor's Customer Service Workgroup

- Gregory Derwart, Chair
- Mike Morello, Vice Chair
- Mike Pantelides, Vice Chair
- Angela Berard
- Amelia Chasse
- Sue Battle-McDonald
- Anthony Burrows
- Aiden Galloway
- Stacey Harvey-Reid
- Diane Langhorne
- Susan Lyon
- Corbett Webb
- Michael White
- Vickie Wilkins
- Crystal Wilson
- Julie Woepke