



Maryland

Statewide Customer Service

Annual Report Fiscal Year 2019

“Marylanders expect the best possible customer service from their state government, and that is exactly what they deserve.”

– Governor Larry Hogan

Governor, Larry Hogan
Lt. Governor, Boyd K. Rutherford



CHANGING
Maryland
for the Better

Letter from the Governor

Dear Marylanders,

When I established the Governor's Customer Service Initiative in 2016 it was focused on three core deliverables:

1. A renewed focus on a strong service culture in state agencies
2. Improved customer service training for state employees
3. The establishment of new service performance metrics, which will allow the administration and all Marylanders to track improvements in customer service over time.



We may be the only place to go to pay your taxes, register a vehicle, or apply for an environmental permit, but we wanted to make sure all Marylanders were being treated like customers and provided with great customer service. We still have room for improvement and I have asked all state agencies to reaffirm their commitment to delivering on our Customer Service Promise, but we have been making strong progress. I am pleased to present highlights of that progress here in the Fiscal Year 2019 (FY19) Statewide Customer Service Annual Report. The theme of this year's report, and our focus for Fiscal Year 2020 goes beyond customer service and centers on *Improving the Customer Experience*.

Many state agencies have also published agency-specific customer service annual reports which you can find on their websites. Through the hard work of our employees, we are better equipped to help agencies drive performance improvements, which in turn has reduced or eliminated hundreds of fees and regulations across the state—saving our citizens both time and money.

We encourage you to take a look at maryland.gov/customerservice for more information, including past reports, the Governor's Feedback Survey, and examples of recognition that state employees have received for being champions of customer service for all Marylanders.

A handwritten signature in black ink that reads "Larry Hogan".

Governor Larry Hogan

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Customer Service Feedback from Marylanders

The Governor’s Customer Feedback Survey provides Marylanders with an opportunity to give feedback about their interactions with state government. In Fiscal Year 2019 (FY19), July 1, 2018 - June 30, 2019, we received 59,895 survey responses with 51,860 being satisfied with the overall customer service experience. This makes the overall customer satisfaction rating 87%, nearly identical to our FY18 rating and 6% higher than FY17 which was the first year of the Governor’s Customer Service Initiative.



87% 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 is after customers complete an online transaction; and the third is on Maryland Business Express, where survey links allow businesses to provide feedback.

	<p>Surveys Received</p> <p>19,709</p>	<p>Percent Satisfied</p> <p>77%</p>
 <p>CHANGING Maryland for the Better</p> <p>Surveys After Online Transactions</p>	<p>Surveys Received</p> <p>36,606</p>	<p>Percent Satisfied</p> <p>91%</p>
	<p>Surveys Received</p> <p>3,580</p>	<p>Percent Satisfied</p> <p>95%</p>

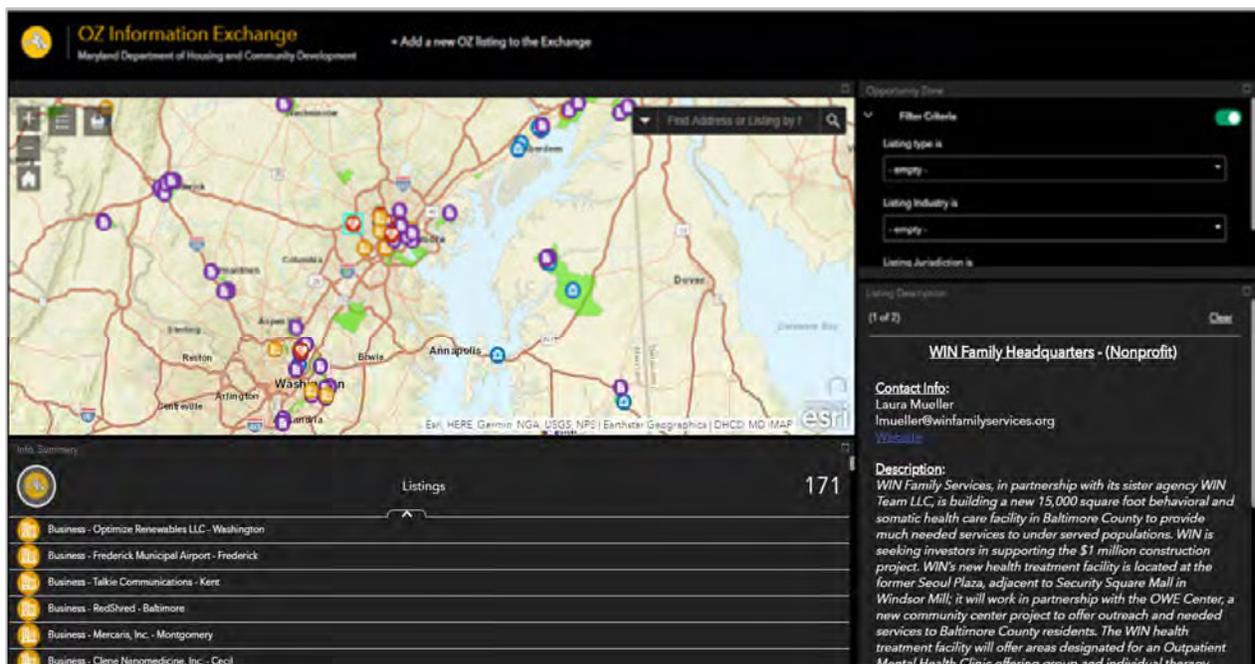
Award-Winning Opportunity Zones Solution Demonstrates Innovation in Customer Experience

The Opportunity Zone program is a nationwide initiative administered by the U.S. Treasury created under the 2017 Tax Cuts and Jobs Act. The program provides federal tax incentives for investment in distressed communities over the next 10 years. Areas designated as Opportunity Zones will be able to reap the benefits of new capital investment to help redevelop underserved communities.



In FY19, the Department of Housing and Community Development (DHCD) launched the Maryland Opportunity Zone Information Exchange, the first comprehensive resource of its kind in the nation. It is an interactive website featuring projects and businesses in the 149 Opportunity Zones throughout Maryland and serves as the state’s core tool to facilitate Opportunity Zone investment. Collaboration with the Department of Commerce, Department of Labor, and others was needed to create this solution and to keep it up-to-date.

The Maryland Opportunity Zone Information Exchange is open to the public and provides the latest information on Opportunity Zone activity for investors, fund managers, property developers, new or expanding businesses, and local stakeholders. It provides a comprehensive list of incentives available in specific Opportunity Zones. The Exchange was recognized as the State IT Innovation of the Year at the StateScoop 50 awards, beating out more than 40 other nominees from across the country. The solution demonstrates Maryland’s innovation in customer service by delivering self-service resources to residents and businesses.



REAL ID Act - Preparing to Prevent a Customer Service Nightmare

The REAL ID Act, passed by Congress in 2005, enacted the 9/11 Commission's recommendation that the Federal Government "set standards for the issuance of sources of identification, such as driver's licenses." The purposes covered by the Act are: accessing Federal facilities, entering nuclear power plants, and, no sooner than 2016, boarding federally regulated commercial aircraft.

Maryland statute required that the Motor Vehicle Administration (MVA) begin issuance of REAL ID compliant driver's licenses beginning in January 2018. The MVA chose to phase in REAL ID compliance as drivers renew their licenses. MVA forecasted that, starting in January 2019, renewals would increase by six-fold to approximately 100,000 per month. Certified copies of birth certificates are one of the acceptable forms of proof of age and identity needed for compliance with the Act. The Maryland Department of Health's Division of Vital Records is responsible for issuing and re-issuing certified copies of birth certificates.

The Division of Vital Records prepared for this surge by taking the following actions:

- Projected staffing needs and then hired additional staff
- Cross-trained staff to ensure flexibility to meet customer demand during peak hours
- Extended business hours
- Installed kiosks to expedite and validate customer orders
- Installed a system to expedite customer payments

The Motor Vehicle Administration (MVA) did many of the same things, plus added the ability for drivers to make appointments to process license renewals. We continue to make improvements to reduce wait times at the Division of Vital Records and the Motor Vehicle Administration, but it would have been much worse. This customer-focused preparation prevented REAL ID Act compliance from becoming a customer experience nightmare.

In August 2019, the U.S. Department of Homeland Security gave Maryland its stamp of approval for compliance with federal REAL ID Act requirements, making Maryland the first state to achieve this designation.



Using Innovation to Deliver Social Services Faster, Better, and with Less Administrative Cost

The Maryland Department of Human Services (DHS) is the state's primary social service provider, serving over one million people annually. The Department, through its 24 local departments of social services, aggressively pursues opportunities to assist people in economic need, provide preventative services, and protect vulnerable children and adults in each of Maryland's 23 counties and Baltimore City. DHS helps vulnerable Marylanders buy healthy foods, pay energy bills, and obtain medical assistance. DHS also provides stable environments for at-risk children and adults.

The Maryland Total Human-services Integrated Network (MD THINK) is a state-of-the-art IT program designed to enhance customer services, streamline common data, and reduce IT operating costs. In FY19, the Department of Human Services launched its first live module of MD THINK. It was a collaborative effort between the Department of Human Services and the Department of Health for Long Term Care (LTC) Medicaid eligibility and enrollment. It includes an internet-accessible Consumer Portal and an internal staff Worker Portal. This module allows for Marylanders to apply for Long Term Care Medicaid and submit documents electronically, replacing a paper-based process. Users can also view the status of applications in real-time. Since its launch:

- 4,828 new consumer portal profiles have been created
- 347,000 documents have been uploaded
- 74,600 notices and letters have been generated by the system
- 1,201 nursing home providers in the system

In FY19, the Department also tested the next module, with an expected go-live date in FY20. The next module, titled Child, Juvenile, and Adult Management System (CJAMS) will provide one connected application and database for Child Welfare, Juvenile Services, and Adult Services. Individual and family information will be shared across programs to support children and families facing a crisis in order to get them the products and services they need from the state faster, better, and with less administrative cost as the system will replace legacy applications and paper. It will also support the important work that the state's case managers perform by reducing duplicative data entry, and by giving them comprehensive views of services they can offer to children and families experiencing a crisis situation.

MD THINK also provides case managers with mobile tools to improve the productivity of home visits. MD THINK is a great example of improving the customer experience for Marylanders.



Reducing Tolls and Fees and Delivering Nice Bridge and Expanded I-95 Express Toll Lanes to Improve the Customer Experience



In July 2019, Governor Hogan asked the Maryland Transportation Authority (MDTA) Board to consider new tolling options to save Marylanders more than \$28 million over the next five years. This would be the third round of historic toll relief during the Hogan Administration, resulting in a total of up to \$344 million in savings. This additional savings expands on toll relief initiatives that Governor Hogan has previously announced, including a 2015 toll rollback to save Marylanders \$270 million by 2020, and a 2018 initiative for free E-ZPass® transponders to save drivers \$46 million over five years. The MDTA Board has approved the measure to put the new tolling options out for public comment and hearing.

The MDTA announced in April 2019 that cashless toll collection will begin at the Francis Scott Key Bridge (I-695) in Baltimore and the Thomas J. Hatem Memorial Bridge (US 40) in Harford and Cecil counties. Tolls will be collected via E-ZPass® or Video Tolling. The change will take effect in October 2019 and will improve traffic flow and safety.

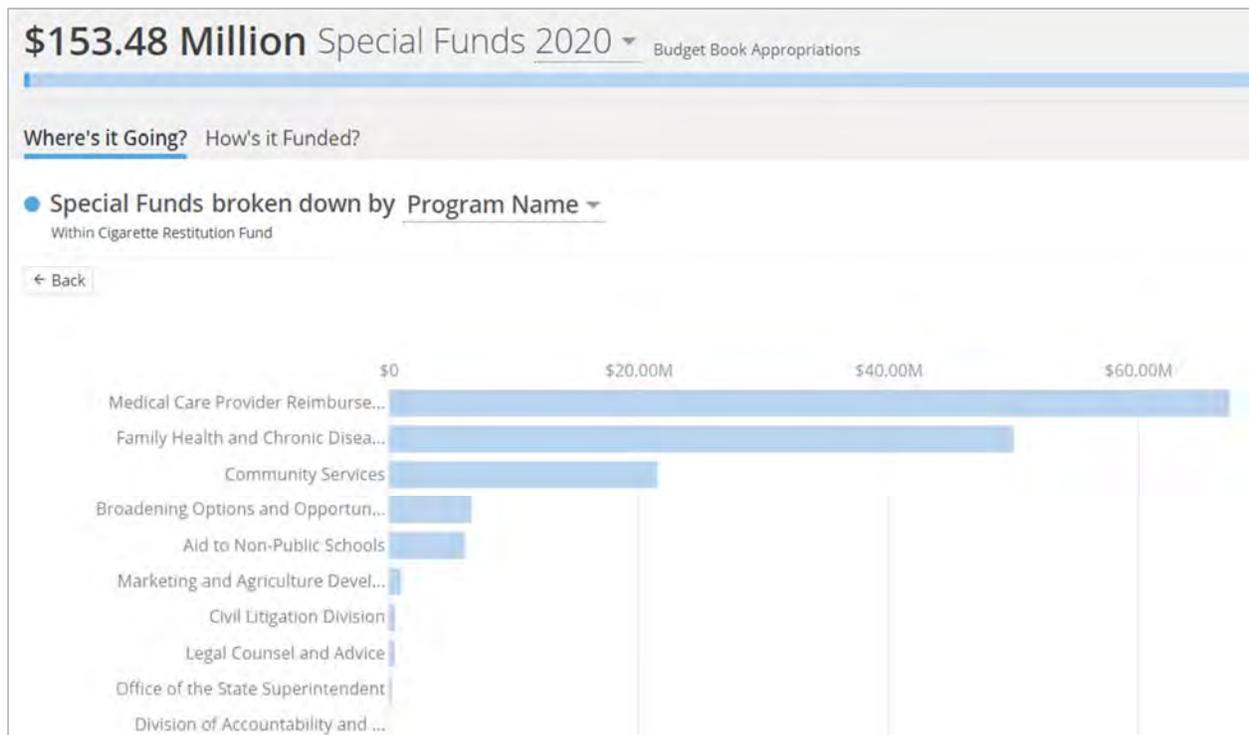
The \$769 million Nice/Middleton Bridge project includes planning, design and construction of a new four-lane bridge, as well as the related environmental mitigation, utility, right-of-way, facility campus reconstruction, and existing bridge demolition, among other necessary project costs. The project was recently advertised as a design-build project, with construction anticipated to begin in 2020 and a new wider bridge anticipated to open in 2023.

Governor Hogan announced the I-95 Express Toll Lanes (ETL) Northbound Extension in December 2017 as part of his Baltimore Traffic Relief Plan. He announced the expansion of the project in June 2018, investing an additional \$890 million for a total of \$1.1 billion. The MDTA will extend the two-lane northbound ETL for more than 10 miles from White Marsh Boulevard to past MD 24 in Harford County. The extended ETL will open north of MD 152 in 2023. The \$1.1 billion Program will be complete in 2026 when the ETL will extend just north of MD 24.

Where The Money Is Going

The Department of Information Technology and the Governor’s Office of Performance Improvement curate the Maryland Open Data Portal, ranked as the #1 Open Data Portal in the Nation by the Center for Data Innovation. The Maryland Open Data Portal contains close to 1,500 datasets that the public can access on-demand. For example, Real Property Assessments data from the State Department of Assessments and Taxation are available to the public. Crime data, education data, environmental data, jobs data, and much more are all available to the public through the Maryland Open Data Program.

In FY19, the Maryland Department of Budget and Management and Department of Information Technology teamed up to add to the state’s open data solutions with the launch of the Maryland Transparency Portal. This solution provides Marylanders with insights on how money is being spent on state programs, and where grants funds are going. Users can browse the Maryland Transparency Portal by topic area or program, or can search for specific programs and issues to quickly see how state funding is being spent. For example, a search on the word cigarette quickly allows users to see where money is going from the Cigarette Restitution Fund to ensure financial stewardship. This transparency improves the customer experience by making data available on-demand for everyone.



Department of Natural Resources Customer Engagement through Digital Publishing and Award-Winning Alexa Skill

In FY19, the Maryland Department of Natural Resources (DNR) won national awards for their leadership through use of proactive communications to engage constituents. The first is in digital outreach. Close to 463,000 customers have signed up for DNR newsletters and bulletins, in 34 topic areas, from fishing reports to park events to hunter workshops. DNR also utilizes a closely monitored email address for direct replies to any bulletin, allowing questions and concerns to be answered in a timely manner, consistent with the Governor’s Customer Service Promise.

DNR also championed the development of an Alexa Skill in FY19. For example, users can ask Alexa for the Maryland Fishing Report. DNR currently has close to 800 users and is now getting feedback from customers about additional Alexa Skills to add. In May 2019, DNR was recognized by StateScoop with a national Service to the Citizen award for this work. The Service to the Citizen: Champions of Change award recognizes public servants and industry partners who demonstrate excellence in the delivery of services that impact the lives of the public.



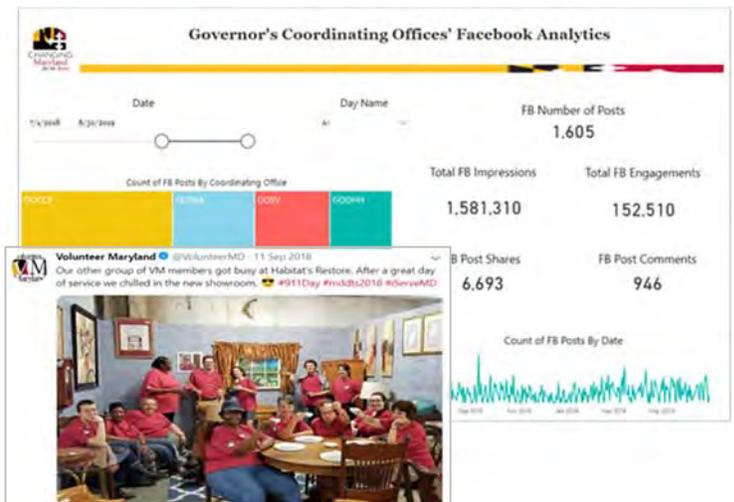
Constituent Engagement through Social Media at the Governor’s Coordinating Offices

The Governor’s Coordinating Offices inform, communicate, and implement services, programs, and policy initiatives across the state on behalf of the administration. Consisting of seven unique offices using a shared service model to save taxpayer money. One shared service of the Governor’s Coordinating Offices is to communicate programs. In FY19 the effective use of social media continued to help reach more Marylanders about important events and services.

- Over 1.5 million Facebook impressions
- Over 1 million Twitter impressions
- Close to 800,000 website pageviews
- Conducted over 800 events
- Over 90% customer satisfaction rating

Governor’s Coordinating Offices

- Governor’s Office for Children
- Governor’s Office of Community Initiatives
- Governor’s Office of Crime Control and Prevention
- Governor’s Office of the Deaf and Hard of Hearing
- Governor’s Office of Performance Improvement
- Governor’s Office on Service and Volunteerism
- Governor’s Office on Small, Minority, and Women Business Affairs



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.



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