

# Governor's Customer Service Initiative

Annual  
Report  
2017



CHANGING  
**Maryland**  
*for the Better*

## 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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**Maryland**  
*for the Better*

Larry Hogan, Governor • Boyd Rutherford, Lt. Governor

## A New Standard

When our administration launched our Customer Service Initiative in June of 2016, our goal was to set a new standard across state agencies and change the culture throughout government to improve services for all citizens.

Marylanders expect the best possible customer service from their state government, and that is exactly what they deserve. With the launch of our statewide Customer Service Initiative, we are working to continually improve state agencies and give our workforce the leadership, the training, and tools they need to be successful.

Our primary objective was for each state agency to create a customer service improvement plan reflective of the specific services they provide to Marylanders. Plans included initiatives surrounding team training and recognition, performance measures, and the collection of customer feedback. And all improvement plans needed to adhere to the principles of the Governor's Customer Service Promise, a new pledge for state government to be:

- Friendly and Courteous
- Timely and Responsive
- Accurate and Consistent
- Accessible and Convenient
- Truthful and Transparent

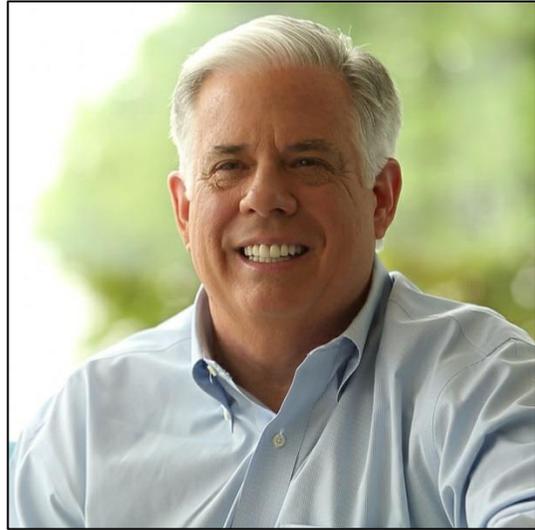
The Governor's Customer Service Workgroup was tasked with implementing the initiative and monitoring its success, and providing our administration with an annual review of the progress made at each agency. This report outlines our collective accomplishments over the past year, and we are proud to share this success story with our customers – the constituents, businesses, and stakeholders of this great state. Agency-specific details can also be found on their respective websites.

Special thanks go to the members of the Workgroup for their diligent efforts, including Chair Gregory Derwart, Vice Chair Randall Nixon, Vice Chair Mike Morello, and the team from the Governor's Office of Performance Improvement for compiling the data and stories that define these initial achievements.

But stay tuned, because with this new standard in place we're just getting started!



Larry Hogan  
Governor



## The Voice of the Customer

Before the Hogan Administration took office, the measurement of customer satisfaction with state services and agencies was anecdotal at best. Several agencies had their own program-specific surveys, but the state as a whole had not analyzed overall satisfaction. Governor Larry Hogan and Lt. Governor Boyd Rutherford made it a priority to initiate this performance metric so that success could be measured moving forward.

After agencies drafted and initiated their improvement plans in the autumn of 2016, a simple three-question online survey was created, which went live in January of 2017. The survey was designed to gauge constituent satisfaction with services they received from the state. Links to the survey were made available on agency websites, in the signature block of state team member e-mails, and from the Governor's Customer Service web page at <http://www.maryland.gov/pages/customerservice.aspx>.



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**Help us serve you better by completing this Customer Satisfaction Survey.**

Overall, how satisfied are you with the customer service provided? *(required)\**

Very Satisfied    Somewhat Satisfied    Neutral    Somewhat Dissatisfied    Very Dissatisfied

Please rate our customer service on the following attributes: *(required)\**

Very Satisfied    Somewhat Satisfied    Neutral    Somewhat Dissatisfied    Very Dissatisfied

Friendly and Courteous	<input type="radio"/>				
Timely and Responsive	<input type="radio"/>				
Accurate and Consistent	<input type="radio"/>				
Accessible and Convenient	<input type="radio"/>				
Truthful and Transparent	<input type="radio"/>				

Reason for your contact with the state:

Comments/suggestions about our service:

**“The document I needed was emailed back to me faster than I ever thought possible! The folks in this office really have their act together! Thank you to them all!”**

The survey has seen sustained engagement, gathering almost 10,700 constituent responses from January through June of 2017. In addition, nearly 400 responses were submitted by state workers about their interactions with other state agencies. All told, this amounted to just over 11,000 survey submissions in this six-month period; well on pace to break the 20,000 survey mark before the end of 2017.

Survey volume has been consistently high week-over-week, with the largest week bringing in 660 constituent surveys. Even the the lowest-volume week saw over 300 constituent submissions.

Seven agencies received over 800 surveys each between January and June, 2017: Labor (1,312); Human Services (1,289); Transportation (1,113); Education (1,164); Health (1,029); Natural Resources (871); and Environment (868). These seven agencies represent over 70% of the survey responses collected. Of the other participating agencies, 14 received between 100 and 300 responses, while the remaining organizations were rated by constituents between one and 80 times.

Overall satisfaction (defined by those who responded as “Very Satisfied” or “Somewhat Satisfied”) was 81.2% in the first quarter of 2017, rising to 82.1% in the second quarter, for a total overall rating of 81.7%. Of the 21 agencies that received more than 100 survey responses, 14 of them had overall satisfaction ratings above the total overall average. This includes Small, Minority, and Women Business Affairs (96.1%); Emergency Management (95.1%); Housing and Community Development (93.2%); Commerce (92.9%); Natural Resources (90.7%); Juvenile Services (87.7%); Assessments and Taxation (87.5%); Environment (86.3%); Labor (85.9%); Secretary of State (85.4%); Performance Improvement (84.4%); Budget and Management (83.3%); Education (82.5%); and the Lottery and Gaming Control Agency (82.0%).

Improvement in overall customer satisfaction is apparent across the agencies. Statewide, overall satisfaction increased from 81.2% satisfied in the first quarter to 82.1% in the second quarter, an increase of almost a full percentage point while also increasing in the number of responses. Individually, 16 of the 37 participating agencies saw increases in their second quarter rating of overall customer service over their first quarter scores.

When asked to rate the service provided by the state based on the five attributes specified in the Governor's Customer Service Promise, constituent satisfaction

<b>% of Constituent Respondents “Satisfied” Jan. 1, 2017 - Jun. 30, 2017</b>	<b>Total</b>
<b>Overall Satisfaction</b>	<b>81.7%</b>
<b>Satisfaction by Customer Service Promise Attribute</b>	
Friendly and Courteous	84.2%
Timely and Responsive	82.6%
Accurate and Consistent	81.7%
Accessible and Convenient	82.0%
Truthful and Transparent	81.7%

with the individual values was equally as high, if not higher, than the overall satisfaction score.

As with overall satisfaction, ratings for the second quarter improved for each Customer Service Promise attribute over the first quarter.

In addition to the numeric satisfaction data collected by the survey, agencies also receive valuable insight on their performance via the comments included with the responses. Whether the comment is a compliment about the service provided by an individual agency team member, a complaint about a particular process, or a request for assistance, each comment is reviewed by the intended agency. Then, follow-up action is taken as necessary.

For each survey submitted that includes contact information, the Governor's Constituent Services office creates a record in its contact management system. This allows the state's executive leadership to track the status of agency interactions to ensure that citizens are receiving a response to their comments as well as getting assistance when it is requested. Of the over 5,900 records created from the Governor's Customer Service Survey submission, the average response time is just over five days.

## Customer Experience Success Stories

Improving customer experience means looking at procedures from multiple perspectives. For example, by improving business processes we are able to reduce the time it takes to process applications, licenses, and permits. State agencies are using proven performance and process improvement techniques such as Lean Management to eliminate waste, remove bottlenecks in transaction processing, and to reduce errors and re-work.

Agencies are also delivering more solutions online so that information and transactions can be completed on-demand 24 hours a day, 7 days a week, 365 days a year.

Here are some of our success stories.



At the **Maryland Department of Housing and Community Development**, improving the customer experience included moving applications from paper to online so that business owners and municipalities can easily apply for the Neighborhood BusinessWorks program and the Local Government Infrastructure Financing program. The Neighborhood Revitalization program also automated its customer-facing grants system so that hundreds of users can now submit payment requests and tax credit certifications online.

Also, programs like the Maryland Mortgage SmartBuy program improves the customer experience by supporting Marylanders with student loan debt to make homeownership a reality.



Whether it is an entrepreneur trying to start a business, or a corporation in existence for decades, the **Maryland Department of Assessments and Taxation** maintains the paperwork that allows

businesses to operate in Maryland. Two years ago, most charter filing transactions were completed by mail or in-person. If a customer wanted to start a business or reserve a trade name in Maryland, they had to wait 10 weeks while paperwork was processed. After a business owner filed their annual Personal Property Return, they had to wait 14 weeks for assessors to review the submission.

Today, thanks to a strong push to improve the customer experience, Maryland Business Express, an award winning online platform, is available for filing business paperwork and requesting documents online. More than half of all documents are now filed online, 40% are performed outside of normal business hours, and 1 in 5 users access Maryland Business Express on a mobile device. The time to process document copy requests has been reduced from 10 weeks to 5 weeks; business formation processing has been reduced from 10 weeks to 4 weeks; trade name processing times have been reduced from 10 weeks to 48 hours; the time it takes to process business filings decreased from 57 days in 2015 to 28 days; and the average wait times at the Customer Service Counter has decreased from 45 minutes to less than 30, plus there is no wait time in the Department's 24 local offices because staff are always available to interact with walk-in customers.

At the **Maryland Department of Transportation**, the best way to serve its customers is to offer online, on-demand options to conduct business, with increasing emphasis on customer engagement through mobile devices. MDOT's new OneStopShop was created to make it easier to purchase an E-Z Pass, register a vehicle, buy or reload a CharmCard (a rechargeable smart fare transit card), obtain a hauling permit, and more. Even when a personal visit to an MDOT office is needed, innovations in customer service can expedite the process. For example, customers can make appointments to go into a Motor Vehicle Administration branch office and will be seen within 15 minutes of their appointment time.



## MARYLAND Department of Health

The **Maryland Department of Health** is also improving the customer experience from multiple perspectives. In January 2017, the Medicaid program implemented an online claims submission process. Prior to this, healthcare providers

typically submitted paper claims, resulting in a 6-8 month time lag before claims were processed. As a result of the new process, providers are able to directly enter Part B claims in the Department's eMedicaid Portal. Claims entered before 3pm Monday through Friday are processed the same day and paid within the same week. Since January, the Department has processed more than 88,000 claims.



The **Maryland Department of the Environment** is improving the customer experience with solutions like the ePayments Portal that allows customers to pay invoices online, replacing paper processes. The National Pollutant Discharge Elimination System now offers online submission and payment for Stormwater Discharge Permits associated with General Construction Activities. The Water Supply Information and Permitting System is also now online enabled for the approval of water appropriation permit applications, and the subsequent monitoring of performance compliance. Users can easily check the status of permit applications. The Department is now also modernizing its Electronic Permit Tracking System to improve the customer experience.



secure facilities so that families can have confidence their kids are receiving balanced meals while in detention.

One way that the **Maryland Department of Juvenile Services** is improving the customer experience is by continually listening to its customers to enhance the user experience and ease of accessibility of its website. For example, in response to inquiries from families, the Department website has a page that provides the menus and food for the month for each of its 13

In FY 2018, Juvenile Services plans to launch a family engagement page which will provide important information about the department and the juvenile justice process, including an events calendar page to display events at each facility where families can participate in family engagement events with the Department's youth.



Apprenticeship Act, the Department's Division of Workforce Development and Adult Learning offers the Maryland Apprenticeship and Training Program (MATP). Apprenticeships combine supervised, structured, on-the-job training and related technical instruction to teach apprentices the skills necessary to succeed in a specific occupation. The apprentice works full-time and receives training for a sponsoring organization. As the apprentice completes training and demonstrates skills mastery, the percentage of an apprentice's wage increases until the apprentice completes the program and then makes the journeyman's wage. There are over 230 registered occupations and over 9,000 registered apprentices.

At the **Maryland Department of Labor, Licensing and Regulation**, improving the customer experience includes innovative programs like Maryland Apprenticeship 2.0. Through the passage of House Bill 467 – Providing Our Workers Education and Readiness (POWER) –

## Timely Responsiveness

Timely and efficient responsiveness is a basic hallmark of providing good customer service, with the understanding that responding to a customer inquiry in a timely manner does not mean the same thing in every instance. Timeliness is determined by both the process in question as well as any regulatory guidance. Completing a background investigation is not held to the same timeline as acknowledging an e-mail. The common thread, though, is meeting the expectation that was set for the customer. A number of state agencies and departments have established internal rules as “basic” customer service guidelines. Responding to social media messages within 24 hours is relatively common, though some agencies far exceed that expectation. Standard business practices in many agencies require that e-mails, telephone messages, and written correspondence be replied to within 24 – 48 hours. But there are times when resolving an issue within 48 hours simply isn't possible. It is for instances like this that the Department of General Services requires that all inquiries at least be *acknowledged* by e-mail or phone within 24 hours, even if no final resolution is achieved at that time, to provide the customer with the knowledge that their question was received and is being addressed, as opposed to being left to wonder if they had even been heard.

Process changes can lead to significant reductions in the amount of time it takes to resolve a problem or complete a customer request. At the Department of Housing and Community Development, the staff in the customer service division were all cross-trained and given access to the customer service phone line and the general customer service e-mail inbox. This change now allows all of the customer service staff – not just the telephone operators – to assist with phone calls during periods of high call volume, as well as to more quickly attend to incoming e-mail requests. The Maryland Department of the Environment used a performance improvement system to streamline its Lead Rental Registry system. The result of that project eliminated a three week long backlog of responses to customers and reduced the time to respond to new inquiries to 24 hours or less.

**“As the president of MedStar Franklin Square Medical Center, let me clearly state how impressed I have been with the customer focus from DBM. It shows how the Hogan Administration is living up to its Customer Service Promise. This is another example of good government in action.”**

## Hours of Operation

In order for the state to meet the needs of its customers, services need to be offered at times which are convenient to the user. As part of the Governor's Customer Service Initiative, agencies were asked to review their hours of operation to better align service hours with the availability of their customers. While standard office hours remained largely consistent, other accommodations were made by agencies to bring services to the constituents on their time.

At the Maryland Environmental Services, a number of employees are provided with cell phones so they can be contacted outside of their normal work hours if needed. Additionally, many employees work outside of normal business hours – either on-call or even on-site – to meet customer needs. The Department of Juvenile Services keeps their community offices open late on certain days to meet with

families in order to accommodate work and home-life schedules. This happens on both an as-needed basis and, as in the case of Wednesdays at their Baltimore City offices, as part of a regular schedule.

The ultimate goal is to make services available on-demand. By moving processes online, the customer is able to complete their transactions with the state when they want, no longer constrained by complications such as office hours, remote locations, and transportation issues. Agencies such as the Department of Housing and Community Development, the Maryland State Police, the Department of Human Services, the Maryland Energy Administration moved a number of their program applications online. At the Department of Assessments and Taxation, 40% of the transactions on the online Maryland Business Express platform are performed outside of "standard" business hours, and one in five users access Business Express on a mobile device. The Department of Transportation created an online one-stop shop to bring together the most popular customer service needs from across their transportation business units. The Department of Labor, Licensing, and Regulation is exploring a similar licensing one-stop shop concept for implementation in the near future.

**"It was so refreshing to be able to speak to a person that cared about your issues. Your customer service is excellent!"**

Embracing the shift to mobile technologies, the Maryland Lottery and Gaming Control Agency has created mobile apps that allow users to check their scratch-off tickets for winners, create a digital lottery ticket that can then be scanned at their retail location of choice to purchase an actual lottery ticket, find the latest winning lottery number, view Keno and Racetrax game winners, and more. In fiscal year 2017, these Lottery apps were downloaded almost 320,000 times.

## **Connecting Online & Going Social**

In today's modern age, information is shared at the speed of the internet. No longer is it necessary to wait for the broadcast news or tomorrow's morning edition to get the news of the day. Instead, critical updates can be pushed to those who most need it *whenever* they need it. The use of websites and social media now allow state agencies to communicate directly and immediately via rich, interactive media.

Every state agency has a website. Combined, those webpages were viewed over 47 million times in fiscal year 2017. While the websites vary in content from agency to agency, each is intended to provide the public with information and resources. Contact information, published reports, datasets; these are common among the agency websites. A number of agencies offer very interactive services via their sites. While not every service or process is available online, the option to complete an application online is becoming more and more common across state websites. Whether it is the ability to renew your driver's license via the Motor Vehicle Administration's website or reserve a campsite on the Department of Natural Resources' online Compass site, offering these kinds of services to the public on their schedule is the goal.

Customized reporting and dashboards provide user-driven, real-time reporting options for interested parties. The Maryland State Department of Education's State Report Card and the Maryland Department of Health's Vital Statistics online interface are both excellent examples of on-demand reporting that is

produced by the user, not the report. Another great example is the Governor's Office for Children's Child Well-Being Scorecards. The Scorecards include performance measures that are populated with data not just from state agencies, but also from Local Management Boards – county and municipal entities partnered with the state to provide services beyond what either could do alone.

Social media is now a critical portion of state agencies' online strategy. Nearly every agency utilizes Facebook and Twitter to broadcast information on at least a semi-regular basis. These stories reach the over 740,000 followers of state agencies and departments on Facebook, and over 345,000 Twitter followers.

 Maryland Business @MDBiz · Jun 4  
Governor @LarryHogan will host a free Maryland Business Recovery Workshop on Friday, June 5. [ow.ly/NRznn](http://ow.ly/NRznn)



Some agencies have a set of minimum standards for social media use; for example Maryland Environmental Services reports that they have established a minimum for themselves to post on Facebook at least five times each week. Other agencies post or tweet on an “as needed” schedule, but make a concerted point of responding to messages received via their social media

accounts within a very short timeframe. The Department of Housing and Community Development reports that they typically respond to messages to their Facebook page within seven minutes.

The Maryland Emergency Management Agency received a “Very Responsive” rating from Facebook for responding to 90% of messages in less than five minutes. MEMA became the first state emergency management agency in the nation to join Nextdoor, a private social network that allows them to target information with communities by geography. This gets timely preparedness and alert information directly to the residents who need it.

At the Maryland Department of Commerce, Development Counsellors International (DCI), an agency that specializes in marketing locations for tourism and economic development, recently released its analysis of all 50 state economic development agencies and their social media presence and following. DCI tracked social media activity for a six-month period and monitored number of followers, engagement and reach across Twitter, Facebook, YouTube and Instagram. In their report of findings, DCI ranked Maryland as the #5 state for overall social activity and #2 for Twitter (Activity on LinkedIn was not available for their analysis).

The Governor's Customer Service Initiative prompted a number of agencies to expand their social media presence and usage. In 2017, the Maryland State Police increased their Facebook “friends”/likes by 17,000 and Twitter followers by 8,300. The Department of Human Services more than doubled their Twitter followers, as did the Maryland Department of Transportation, who also tripled their number of Facebook “friends”/likes. Other common additions to the social media outlets used by agencies include Instagram, Snapchat, and LinkedIn.

## Engaging the Team

### Training & Continuous Improvement

Customer service is a continuous process of self-assessment, improvement, and re-assessment. And while the customer service “attitude” may or may not be instinctual for some, the skills necessary for successfully delivering a positive experience to your clients *can* be taught. To this end, training is important to creating a skillset that will provide team members with the



tools to deliver consistently good service to those that deal with the state. This is why training is one of the anchor points of the Governor's Customer Service Initiative.

Each agency provided customer service training over the course of the past year. Both online and in-person training were used. In order to achieve and maintain high customer service standards, training will now become an annual, ongoing process. Many agencies have made customer service training a part of the new team member orientation process. Several larger agencies have their own trainers on staff. The Customer Service Portal, and internal web service developed by the Governor's Office of Performance Improvement, helps agencies connect with these seasoned trainers and share resources to bring this critical resource to their agencies.

Moving forward, agencies will continue to provide their team members with customer service training opportunities. Whether the training is online, peer-to-peer mentoring, or in a face-to-face class led by professional trainers, keeping these skills fresh is critical to providing the citizens of the state with the customer service experience they deserve. Additionally, agencies will continue to use their survey feedback to help them focus on areas of their business that need improvement from the customer perspective, and review their standard operating procedures to identify processes that could be modified to provide a more positive customer experience.

*“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 Larry Hogan*

between Baltimore and Cumberland to ensure the project was successful. The Grand Building houses the Canal Place Authority, which oversees the preservation, development, and management of the Canal Place Preservation District, a designated heritage area in Cumberland around the western end of the C&O Canal. Ellington Churchill, Secretary of the Department of General Services, received many compliments about Frank's efforts at Canal Place regarding his knowledge, how he works with others at the site, and his perseverance to see the project through to completion. For this effort, Frank was awarded the first Customer Service Heroes Award by Governor Hogan on April 5, 2017.

## Team Member Recognition

The Governor's Customer Service Heroes Award was created in the spring of 2017 to recognize team members throughout state government who have gone above and beyond the call of duty to solve a specific problem for a customer, or have improved a process to create efficiencies. Here are some of their success stories.

### Frank Pullifrone – Maryland Department of General Services

Mr. Pullifrone is a Project Manager in the Facilities Planning, Design and Construction Division at the Department of General Services. When the Grand Building, a state-owned property in Cumberland, MD lost its heating and air conditioning due to emergency systems failures, Mr. Pullifrone led the replacement process. He repeatedly traveled four hours round trip



### Cybil Preston – Maryland Department of Agriculture

Maryland State Apiarist, Cybil Preston, and disease detector dog, Mack, have been working together since 2015 to inspect Maryland registered honey bee hives. Maryland honey bees are exported to other states and play a vital role to the food supply.

Mack has been trained to detect American foulbrood (AFB), a devastating and highly contagious honey bee disease. The beekeeper is required to destroy the hive if AFB is found. This team spends the cold months of the year working together to protect Maryland's bees. The beekeepers are always happy to have Mack since he can inspect 100 colonies in 45 minutes, a task that would take the human inspector

all day. Generally, Mack and Cybil work to certify the larger beekeepers, those that ship out of state, to places like California, ensuring an almond crop. The customer service this team provides, certifying over 1,700 Maryland beehives per year, is essential for beekeepers and the out of state transport of bee hives.

MDA is very proud of our dynamic duo--the only one in the United States--and they have been featured in numerous national news stories. To expand the customer service Cybil is also on the search for a second disease detector dog, which we hope to have certified by the end of the year. Thanks to their work, Governor Hogan awarded Cybil Preston with a Customer Service Heroes Award on May 10, 2017.



### Natasha Jones & Jessica Mencos – Maryland Department of Transportation, Motor Vehicle Administration



The Motor Vehicle Administration (MVA) received an inquiry from an elderly customer who was new to the State of Maryland and needed an identification card for medical benefits and other purposes. The customer lives in a nursing home and was physically unable to visit an MVA branch office. MVA team members Natasha Jones and Jessica Mencos offered to visit the nursing home to collect all the necessary information to process an identification card. They brought a white

background from a branch office for the photo and cell phone camera. Jessica held up the white background while Natasha took the photo. They captured the customer's signature on a blank sheet of paper. The customer provided copies of her identity, social security card and residency documents. Once back at headquarters, Natasha emailed the customer's signature and picture to their technology team. They resized the photo and signature, and formatted all the images. Once the technical solution was in place, the application was completed. The customer was mailed her new ID Card and was very pleased with the premier customer service provided to help her obtain this critical document. On May 24, 2017, Governor Hogan recognized Natasha and Jessica's efforts with their Customer Service Heroes Awards.

**Audrey Clark and Christine Farrelly, Maryland Department of Health**

When a constituent provides feedback through the Governor's Customer Satisfaction Survey, that feedback is provided to the appropriate agency for follow up. In this case, a constituent who is a physician's assistant by occupation used the survey to offer suggestions for how the Maryland Department of Health could improve the processing of applications. Audrey Clark from the Office of Controlled Substances Administration and Christine Farrelly from the Maryland Board of Physicians took the constituent's advice and implemented measures to immediately improve the processing of applications. They also set in motion plans to share information in real-time. The result will reduce the administrative burden for the applicant and the agency and will increase information reliability. For this effort, Ms. Clark and Ms. Farrelly were recognized with a Governor's Customer Service Heroes Award on June 21, 2017.



## Participating Agencies

- Department of Aging
- Department of Agriculture
- Department of Assessments and 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 and Community Development
- Department of Health
- Department of Human Services
- Department of Information Technology
- Department of Juvenile Services
- Department of Labor, Licensing, and Regulation
- Department of Natural Resources
- Department of Planning
- Department of Public Safety and Correctional Services
- Department of Transportation
- Department of Veterans Affairs
- Governor's Office of the Business Ombudsman
- Governor's Office for Children
- Governor's Office of Crime Control and Prevention
- Governor's Office of the Deaf and 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, and Women Business Affairs
- Higher Education Commission
- Insurance Administration
- Lottery and 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
- Office of the Secretary of State
- State Police

## Governor's Customer Service Workgroup

- Gregory Derwart, Chair
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- Randall Nixon, Vice Chair
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