



Customer Service Annual Report

Fiscal Year 2020

Governor, Larry Hogan
Lt. Governor, Boyd K. Rutherford
Senior Executive Director Patrick Lally

Governor's Office of Community Initiatives
Governor's Office of Crime Prevention, Youth, and Victim Services
Governor's Office of the Deaf and Hard of Hearing
Governor's Office of Performance Improvement
Governor's Office on Service & Volunteerism
Governor's Office of Small, Minority & Women Business Affairs





Mission Statements

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 six unique offices using a shared services model to save taxpayer money, each Coordinating Office has a specific mission.

Governor's Office of Community Initiatives

To serve as a coordinating office for the governor that connects Marylanders to economic, volunteer, and human service opportunities through government, business, and nonprofit partners. The office leads community affairs and engagement within the executive branch.

Governor's Office of Crime Control and Prevention

To serve as a coordinating office that advises the Governor on criminal justice strategies. The office plans, promotes, and funds efforts with government entities, private organizations, and the community to advance public policy, enhance public safety, improve child well-being, and serve victims.

Governor's Office of the Deaf and Hard of Hearing

To serve as a coordinating office for the governor that promotes equal access and the general welfare of Deaf and hard of hearing Marylanders by addressing policy gaps, providing expertise, and facilitating access to resources.

Governor's Office of Performance Improvement

To serve as a coordinating office for the governor that uses data-driven analysis supporting the governor's initiative to make state agencies more responsive, effective, and accountable.

Governor's Office on Service & Volunteerism

To serve as a coordinating office for the governor that funds AmeriCorps State programs supporting disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families in Maryland.

Governor's Office of Small, Minority & Women Business Affairs

To serve as a coordinating office for the governor that connects small businesses, including those owned by minorities, women, and veterans to greater economic opportunities.

Letter from the Senior Executive Director

Governor Hogan:

It is my pleasure to present the 2020 Customer Service Report for the Governor's Coordinating Offices. Herein are the individual reports for our six offices: Community Initiatives; Crime Prevention, Youth, and Victims Services; Deaf and Hard of Hearing; Performance Improvement; Service and Volunteerism; and Small, Minority, & Women Business Affairs.

The Coordinating Offices continues to promote and advance exemplary customer service. All of its staff has received formal, in-person customer training. As new staff members join our team, we ensure that they receive training early in their tenure and fully understand the high customer service standards and expectations of your administration. This has been particularly important and effective in responding to requests during the COVID-19 pandemic.

The Governor's Office of Performance Improvement leads the Governor's Customer Service Initiative for the State of Maryland. Throughout the year, this office partners with each of our Coordinating Offices to track performance data and customer reviews to allow for continual improvement in addressing service goals and providing Marylanders with exemplary customer service.

We look forward to another productive year in furthering the commitment to customer service excellence, especially during these challenging times.

Thank You,



Patrick J. Lally
Senior Executive Director
Governor's Coordinating Offices



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Executive Summary

The Governor's Coordinating Offices inform, communicate, and implement services, programs, and policy initiatives across the state on behalf of the administration. Consisting of six unique offices using a shared services model to save taxpayer money, each Coordinating Office has a specific mission. The Governor's Coordinating Offices consist of:

- Governor's Office of Community Initiatives
- Governor's Office of Crime Prevention, Youth, and Victim Services
- Governor's Office of the Deaf and Hard of Hearing
- Governor's Office of Performance Improvement
- Governor's Office on Service & Volunteerism
- Governor's Office of Small, Minority & Women Business Affairs

In June 2016, Maryland Governor Larry Hogan launched the Governor's Customer Service Initiative to set a new standard across all state agencies that has transformed the culture of Maryland government and dramatically improved how we serve our fellow citizens, employers, and partners.

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



The Governor's Coordinating Offices continues to promote and advance an excellent customer experience. All staff are required to attend formal customer service training. Our staff are trained to listen, learn, and implement new approaches based on the feedback we receive from Marylanders. We collect this feedback from various portals to include: events we host and participate in, surveys, written correspondence, one-on-one interactions with customers, councils and boards, as well as groups we facilitate. We use this feedback to strengthen programs and services, adjust strategies to meet the needs of our customers, improve processing times for back office operations, and streamline more efficient infrastructure through shared services. The results have generated improvement on delivering a better customer experience that aligns with Governor Hogan's mission to continue *Changing Maryland for the Better*.

We are proud to share this Fiscal Year 2020 (FY2020) Customer Service Annual Report to provide a consolidated view of the individual and collective progress made by each of the Governor's Coordinating Offices, as we seek to improve the customer experience for all Marylanders.

Customer-Centric Programming

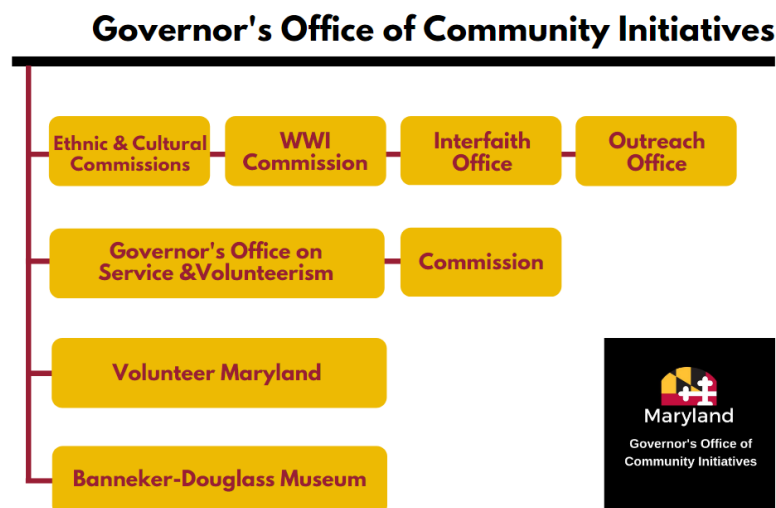
Governor's Office of Community Initiatives (GOCI)

The Governor's Office of Community Initiatives remains committed to the Hogan-Rutherford administration's customer service promise and continues to invest resources in the agency's customer service initiative. This effort has led to customer service improvements and awareness in the office. We look forward to further customer service improvements.

The Governor's Office of Community Initiatives mission is to serve as a coordinating office that connects Marylanders to economic, volunteer, and human service opportunities by meeting with Marylanders at over 400 engagements in FY20. The office leads community affairs and engagement within the executive branch, and houses the Governor's Office on Service and Volunteerism (GOSV), Volunteer Maryland (VM), Banneker-Douglass Museum (BDM), as well as faith-based outreach and the governor's ethnic and cultural commissions.

Customers include all Marylanders, as their outreach efforts encompass the state, to include various ethnic groups, faith communities, veterans, and many others. This office helps strengthen Maryland communities through disaster recovery, faith-based outreach, school supply donations, clothing and food donations, celebrating diversity, protecting national treasures, as well as working collaboratively to address all customer needs across Maryland's diverse population.

Organizational Structure



Members of this office hosted and/or participated in events that address the needs of communities, including those served by the ethnic and cultural commissions, as well as in a coordinated COVID-19 response assisting MEMA and delivering PPE, food, and supplies to communities across the state. Through these events and interactions, the Governor's Office of

Community Initiatives serves as a resource to Maryland citizens, providing a critical link to services that improve communities.

FY20 Customer Service Outcomes

- Outreach to more than 50,000 Marylanders at over 400 events to help Marylanders in need through more than 125 partnerships with other state agencies, faith groups, non-profits, charities, volunteers, schools, municipalities, and diverse communities.
- Improve operations for the Governor's Office on Service and Volunteerism, Volunteer Maryland, the Banneker-Douglass Museum, and the governor's ethnic, cultural, and World War I Commissions.
- Coordinate with and advise the executive branch for improved community affairs.
- Develop innovative means to engage Marylanders, such as the new GOCI-TV series.
- Thousands of pounds of food, supplies, and other necessities located and disseminated throughout the state.
- Tens of thousands of pieces of PPE, including masks, face shield and sanitizer distributed throughout the state.
- Hands-on support of emergency services through MEMA and other entities serving Marylanders.

"Our food bank is grateful to Governor Larry Hogan, and his incredible Office of Community Initiatives staff, for truly filling in the gap to serve communities in need and in crisis. I can't thank them enough for their active collaboration that has already impacted countless children and families."



-Anne Arundel Food Bank Executive Director Susan Thomas after GOCI delivered PPE, food, and supplies in response to the unprecedented need during the COVID-19 pandemic.

Commissions Administered by the Governor's Office of Community Initiatives

African Affairs

Asian Pacific American Affairs

Caribbean Affairs

Hispanic Affairs

Middle Eastern American Affairs

South Asian American Affairs

*Maryland Commission on African American History
and Culture*

Maryland Commission on Indian Affairs

Activities & Initiatives

115 Cultural and Ethnic Commissioners

represent 2.8 million Marylanders and access multilingual communities; promote cultural diversity, international exchange, interfaith dialogues, and religious traditions; advocate small businesses and economic opportunities; bridge disparities among different ethnic communities; and engage diaspora, ethnic, and immigrant communities in community development.

The Interfaith Office builds interfaith dialogues and partnerships to address and solve the most pressing problems in Maryland such as the opioid and heroin crisis.

Day To Serve, a month-long statewide volunteer initiative, educated thousands of state employees and Marylanders about the initiative and the importance of volunteerism; in FY20, Maryland led the multi-state effort with more than 16,000 Marylanders dedicating more than 64,000 volunteer hours at 270 various service sites across the state, and donating 40,000 pounds of food to Marylanders in need.

Maryland Municipal League Conference
Maryland Association of Counties Conference
Governor's Summer Internship Program
Day to Serve
Read Across Maryland
Veterans Service Specialist Program
Governor's Challenge to Prevent Suicide
Among Service Members, Veterans, and their
Families
State Employee Veterans Resource Fair
Legislative Night
GO Serve & Educate Ethnic communities
(GO SEE) Initiative
Hanukkah Brunch
Lunar New Year, Ramadan Celebrations
Asian, South Asian, Hispanic, African,
Native American, & Arab Heritage Month
Celebrations
National Prayer Breakfast
Interfaith Domestic Violence Conference
Youth Empowerment Workshop

Volunteered for:
Literary Promotion, Maryland Food Bank,
Ulman House for Cancer Patients,
Wreaths Across America,
Holiday Giveaways, Veteran Memorial Wall
Clean Up, and Korean War Veterans



"Maryland has some of the kindest and most passionate citizens in the nation and we championed those who light the way in our quest to serve others. All our stories are deeply connected and our communities are stronger when our citizens reach out to help one another."
-Governor Larry Hogan

"This is a wonderful example of how various levels of government can work together to encourage our citizens to continue changing Maryland for the better. I feel grateful for the goodness, compassion, and generosity of these fellow Marylanders."

*First Lady Yumi Hogan Recognizing
National Security Agency Employees
Volunteering in Maryland*



Baltimore has been chosen as a Top 10 AmeriCity since 2015. Maryland also ranks 3rd among the most charitable states in the country. In 2018, 1,724,702 Marylanders served 181.9 million volunteer hours, worth a \$4.3 billion economic impact and 36.3% of Marylanders volunteered while 58.3% of Maryland citizens donated \$25 or more to charity.

Governor's Office on Service & Volunteerism (GOSV)

The Governor's Office on Service & Volunteerism is a unit of the Governor's Office of Community Initiatives. Through the use of federal dollars, the Office on Service and Volunteerism is funding 19 AmeriCorps State programs during the 2019-2020 program year to support disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families in Maryland.

- Brought in \$5M of federal funding by awarding AmeriCorps grants to 19 Maryland organizations for the service year of August 2019 to August 2020 statewide.
 - Directly supported 804 AmeriCorps members who leveraged 13,113 volunteers.
 - New program to GOSV portfolio: The Choice Program based at University of Maryland, Baltimore County's Shriver Center.
- Recognized by the Corporation for National and Community Service (CNCS) and America's Service Commissions (ASC):
 - Baltimore as Top 3 AmeriCity.
 - Governor Hogan as 2019 State Service Leadership Awardee at the Americas Service Commission Innovation & Leadership Awards.
- Volunteer Recognition
 - Since the beginning of the Hogan administration, 20,000 volunteers have been recognized with the Governor's Volunteer Certificate.
 - Recognized nearly 500 volunteers every month in 2019.
 - Governor's Volunteer Certificates presented to various Retired Senior Volunteer Program (RSVP) ceremonies in support of the 4,070 RSVP SeniorCorps volunteers who served in 2019.

- Partnered with the National Security Agency to present the largest certificate order--more than 700 military and civilian employees. Marking the growth of a partnership between a federal workforce and the State of Maryland to recognize community service efforts in Maryland.
- The spirit of volunteerism was celebrated and strengthened through 3 annual award ceremonies:
 - Lt. Governor Boyd K. Rutherford presented the Inaugural Youth Service Awards to 10 individuals and 3 groups on August 21, receiving 250+ nominations.
 - Governor Hogan presented the 36th Governor's Service Awards to 19 honorees on October 21, receiving 180+ nominations.
 - Lt. Governor Boyd K. Rutherford presented the Black History Month Leadership & Service Awards to 10 honorees.
- Recognized roughly 5,000 volunteers, and their friends and family, with the Governor's Volunteer Appreciation Day at the Maryland State Fair with discount passes for admission, food, and rides to celebrate their contributions.
- Supported the 20th Anniversary Honor Rows Program, with the Baltimore Ravens and M&T Bank, to recognize 15 youth volunteer organizations (up to 50 tickets per organization) with home game tickets, Governor's Citations, and featured time on the RavensVision board.

Volunteer Maryland (VM)

Volunteer Maryland is a unit of the Governor's Office of Community Initiatives. Volunteer Maryland directly serves communities across Maryland as an integral and crucial service for our customers. This office helps meet the needs of Maryland's volunteer community by placing AmeriCorps members into nonprofit organizations, schools, and government agencies throughout the state to serve as Volunteer Maryland Coordinators - bridging the gap between communities facing critical problems and citizens who want to volunteer to solve those problems. The 2019-2020 Volunteer Maryland Class "32" highlights included:

- 15 AmeriCorps members (Volunteer Coordinators) recruited for an 11-month service,
- 3,600 volunteers mobilized and managed to serve 58,058 service hours and 6,000 Marylanders for 11 months,
- Among 3,600 volunteers, 1800 were newly mobilized,
- Among 22,661 Marylanders served, 1,100 were children under the age of 18,
- Partnered with 15 service sites,
- Awarded \$301,244 in funding to support AmeriCorps members building the capacity of organizations to meet critical community needs with volunteers, and
- Volunteer Maryland Service Sites collected and distributed over 2,500 handmade cloth masks to vulnerable people during the COVID-19 pandemic.

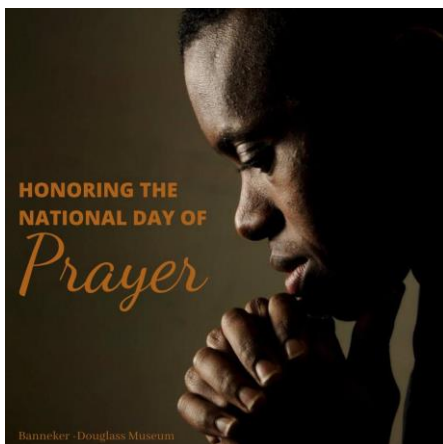
Banneker-Douglass Museum (BDM) **Maryland Commission on African American Commission on History and Culture**

The Banneker-Douglass Museum is a unit of the Governor's Office of Community Initiatives. The museum is committed to delivering excellent customer service for the thousands of visitors who walk through their doors each year. In addition to welcoming new commission leadership during FY20, the museum also educated and recognized hundreds of African American community members through their 50th Anniversary legacy symposium, youth conference, colloquium, academic discussions, book club activities, and exhibits. The museum shares the following highlights from FY20:

- More than 12,000 museum visitors served during the 50th Anniversary Year.
- The award of a \$50,000 grant from the Institute of Museum and Library Sciences.
- 50th Anniversary Exhibits
 - **Verda's Place: An Homage to A Valiant Woman**
 - March 8th - December 28th, Temporary Gallery
 - **Doing the Work: Celebrating 50 Years of MCAAHC**
 - August 6th - December 29th, Verda Welcome Hall
- 50th Anniversary Events
 - Legacy Symposium
 - 2nd Annual Youth Conference
 - "Well Read Black Girl" Book Club
 - "Doing The Work" Exhibit
 - "We Rise" Gala

The museum also utilized news and online channels to engage with customers with highlights including:

- 44,000 visits to GOCL, GOSV, VM, and BDM websites by Marylanders,
- 5,000 Marylanders engaged through e-newsletters,
- 35,000 Marylanders engaged through social media,
- 8% increase in Twitter and Facebook engagement over FY19,
- 30 TV, paper, radio, and magazine pieces,
- 2,000 media professionals engaged, and
- 70 press releases and media advisories.



Governor's Office of Crime Prevention, Youth, and Victim Services

Governor's Office of Crime Prevention, Youth, and Victim Services is the designated State Administering Agency (SAA) for Maryland, tasked with planning, promoting, and funding efforts with government entities, private organizations, and the community to advance public policy, enhance public safety, reduce crime and juvenile delinquency, and serve victims. As the SAA, we strive to respond to the needs and concerns of the populations we serve in a timely manner, provide answers that are helpful, accurate, truthful, transparent, and consistent with state policies and procedures.

The Governor's Office of Crime Prevention, Youth, and Victim Services educates and empowers citizens and public safety entities through crime data analysis, and by providing policy guidance. This office seeks to promote the safety of all Marylanders through supporting various direct customer groups including law enforcement organizations throughout the state, victim service providers, and organizations providing community-based youth development programs. In FY 20, the Governor's Office of Crime Prevention, Youth, and Victim Services awarded 890 grants totaling more than \$216 million to 396 unique law enforcement, youth services, and victim services organizations. This resulted in services provided for 174,468 victims of crime in Maryland.

- \$68.7 million in grants for crime victims, providing resources needed to enhance safety and self-sufficiency as well as make victims more aware of the resources and services available to them in Maryland.
- Interdisciplinary efforts by members of law enforcement, state and local agencies, as well as victim services organizations to combat human trafficking. This includes \$17 million to address the issue of human trafficking, including supporting the Regional Navigator Program, which connects victims of child sex trafficking with resources needed to get them to safety.
- Continued implementation of the Justice Reinvestment Act.
- \$211.9 million in grants to reduce violence.
- Over \$56 million in grants were provided to organizations serving children and youth for initiatives and evidence-based programs that empower young people to excel in school and give them alternatives to activities and behaviors that can interfere with healthy, productive lives and lead to interactions with the juvenile and criminal justice systems.
- More than \$400,000 in grants to provide services for Deaf crime victims.
- \$2 million in state grants to support law enforcement operations protecting children from internet predators.
- \$54.5 million in VOCA grants allows organizations to provide direct services to their community that improve safety and self-sufficiency for victims of crime, and make them more aware of resources available to them.
- Funding for law enforcement assisted diversion, and tracking data related to opioid overdoses.
- \$3.4 million in funding from the federal Edward J. Byrne Memorial Justice Assistance Program for the prevention and reduction of crime and violence.
- Continued implementation of Handle with Care Maryland Initiative in 16 jurisdictions.

- \$6 million to disrupt violent gangs and criminal networks through the Maryland Criminal Intelligence Network, which encourages local, state, and federal law enforcement agencies to share resources and information to target, disrupt, and dismantle violent criminal organizations to make communities in Maryland safer.

The Children and Youth Division of the Governor's Office of Crime Prevention, Youth, and Victim Services delivers customer service by measuring conditions of well-being for Maryland's children and families, and communicating that information through the Child Well-Being Scorecard. Using the Results Based Accountability framework, the Scorecard uses data to measure and report performance. The Scorecard tracks 28 key performance indicators, as well as outcomes for the programs funded through the Local Management Boards (LMBs) serving the state's 24 jurisdictions.

Maryland's Child Well-Being Scorecard

Tracking Outcomes for Maryland's Children and Families

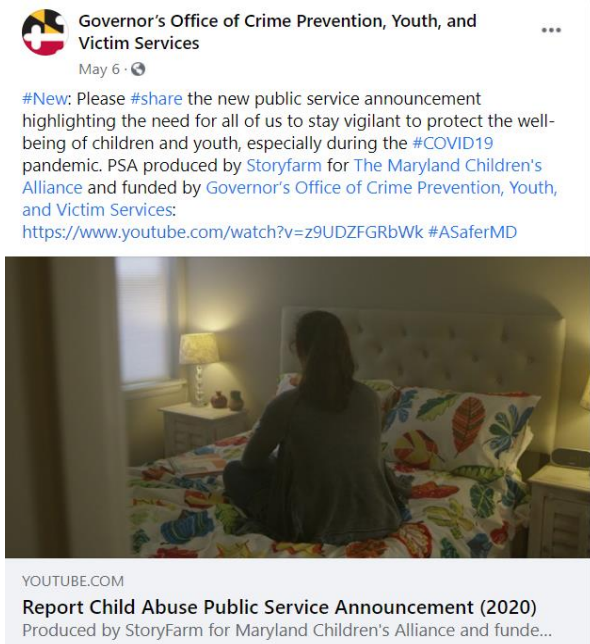
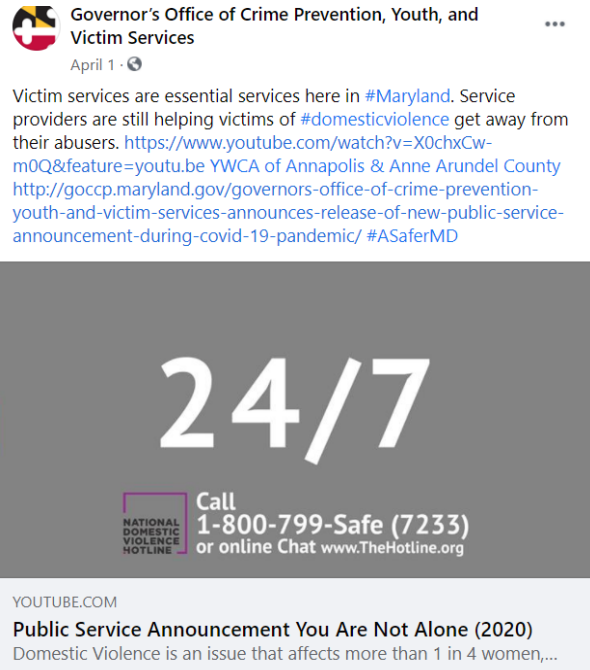


During FY 20, Maryland's Children's Cabinet through the Governor's Office of Crime Prevention, Youth, and Victim Services awarded \$19.5 million in grant funding to LMBs. The Children and Youth Division also sponsored 58 events, a

number of which provided attendees with knowledge of the Office's processes and procedures, as well as tools and resources they could utilize to contribute to the overall well-being of Maryland's children, youth, and families. These events included:

- 16 Local Management Board meetings.
- Quarterly meetings (4) with Local Care Team coordinators.
- 14 Racial and Ethnic Disparities (RED) trainings.
- Board development training.
- Training and technical assistance on evidence-based practices and model interventions.
 - Sixteen (16) Handle with Care Maryland Program Trainings.
 - Five (5) Adverse Childhood Experiences (ACEs) Trainings.

FY20 Customer Service Annual Report
Governor's Coordinating Offices



The Governor's Office of Crime Prevention, Youth, and Victim Services utilizes social media to provide all customers with updated information on funding available through this Office; programming available through grantees; training, and technical assistance opportunities; and timely information about public safety services and resources.

Governor's Office of the Deaf and Hard of Hearing (GODHH)

The Governor's Office of the Deaf and Hard of Hearing customers include the approximately 1.2 million Deaf and hard of hearing Marylanders and business owners. Their mission is to promote the general welfare of Deaf and hard of hearing individuals in Maryland by addressing policy gaps, providing expertise related to related issues, and facilitating the ability to access resources and services. The Office believes that all Maryland citizens who are Deaf or hard of hearing should have equal and full access to resources, services, and opportunities for participation in all aspects of community life through the provision of appropriate accommodations.



This office is focused on advocating and coordinating the adoption of public policies, regulations, and programs. Current priorities include:

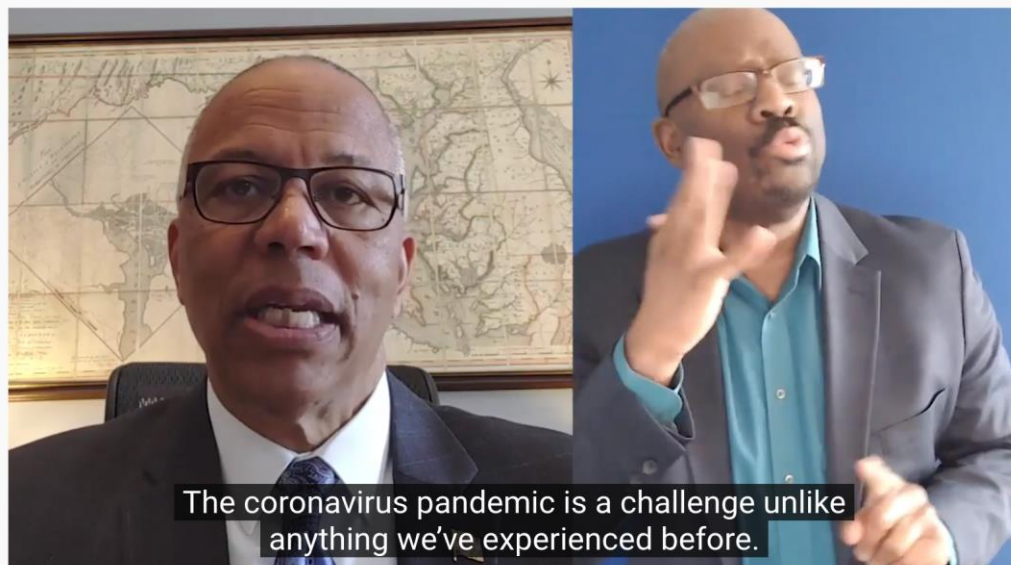
- Expansion of the Deaf Ecosystem to support current and aspiring Deaf and hard of hearing business owners in the aim of increasing economic empowerment by reducing underemployment and unemployment.
- Encouraging the hiring of Deaf and hard of hearing employees and professionals in private and public sectors.
- Development of a policy framework to address fraudulent and unqualified interpreters.
- Collaboration with state services, programs to improve efficiency and quality of services.



Several highlights from the office include:

- Announced partnership with the National Disability Institute and Bank of America for a new initiative: Sign-On to Financial Empowerment, designed to offer financial education activities for the Deaf and hard of hearing community in Maryland.
- Honored two distinguished Deaf Maryland leaders by hosting a room naming ceremony to celebrate the new Dr. Gertrude Galloway Conference Room and the Dr. Ernest Hairston Suite Office.
- Hosted the 10th annual Legislative Awareness Day.
- Advertised multiple job openings that require ASL fluency.
- Helped with the establishment of the Hearing Accessibility Advisory Board.
- Coordinated with the Department of Planning to promote Census 2020 messaging in ASL.
- Released over 180 accessible ASL videos about COVID-19 updates in the state for the community.
- Director Kelby Brick was the guest speaker at the Howard County Commission on Disabilities' 2019 Annual Awards Ceremony.

The office uses our social media platforms heavily to communicate information to our constituents, especially in American Sign Language. On Facebook, we have 5,596 followers, 1,301 followers on Twitter and 1,043 on Instagram. All posts, images, and videos are fully accessible to all with ASL, transcripts, and captions. The office recognizes that not all individuals use social media and may not have an opportunity to interact with the office. As required by the office's enacting statute, the office must host at least two public town hall meetings each year. Instead of only hosting two meetings annually, the office hosts a minimum of four meetings each year. The office also sends a quarterly newsletter via GovDelivery to reach those who may not subscribe to us on social media.



An Important Message from Lieutenant Governor Boyd Rutherford

Governor's Office of Performance Improvement (GOPI)

The Governor's Office of Performance Improvement co-leads the Governor's Customer Service Initiative for the State of Maryland. In FY20, the state received over 28,000 responses from Marylanders through the customer service survey. In addition, this Office created and employed new analytical tools to support the Initiative including topic analysis capability to allow state agencies to see the top reasons Marylanders are submitting customer service feedback; sentiment scoring so agencies can quickly see which topics score high or low for customer satisfaction with the goal of quickly taking corrective actions to improve customer service; and new mapping capability which reveals which zip codes customer surveys are coming from. Combined with the topic and sentiment analysis capabilities, the mapping capability enables state agencies to pinpoint what types of customer service improvements need to take place in specific jurisdictions.



The Governor's Coordinating Offices also 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 1,500 datasets of state and partner data available to the public. In FY19, the Governor's Office of Performance Improvement helped to establish an enterprise business intelligence office within the Department of Information Technology, and a user group to empower state employees with analytical tools to drive decision making.

The Governor's Office of Performance Improvement is on-call to any state agency in need of assistance for performance improvement to help implement back office systems that translate into improving the customer experience. This is accomplished through performance improvement workshops, performance reviews, and administering performance solutions. Specifically to aid in advanced customer service, the Governor's Office of Performance Improvement assisted the Governor's Constituent Services division in creating a dashboard utilizing Intranet Quorum information to analyze and track incoming correspondence by category and location.

The impact of COVID-19 created an extraordinary demand on state agencies to meet ever-growing customer needs. The Governor's Office of Performance Improvement utilized the customer service quarterly meeting to invite agencies to share best practices on how they adapted to meet customer demands. As customers were impacted across the state, accurate and consistent information was shared online and through social media. In response to COVID-19, the Governor's Office of Performance Improvement assisted in collaborative efforts to assist in interagency dashboards to provide the best information possible on impacts to the state and to residents. As a positive customer experience continues to be a focus of the Hogan-Rutherford Administration, the health and safety of our residents and visitors remains the top priority.

The following screenshot shows a word cloud visualization from the topic analysis tool showing the most common reasons customers are completing customer service surveys after an interaction with the Governor's Coordinating Offices.



Governor's Office of Small, Minority & Women Business Affairs (GOSBA)

Maryland is home to over 580,000 small businesses. The Governor's Office of Small, Minority & Women Business Affairs serves the entire small business community, including those firms owned by minorities, women, and veterans, and has direct oversight of three State procurement programs: Small Business Reserve, Minority Business Enterprise, and Veteran-Owned Small Business Enterprise.



In an effort to help firms compete with confidence, the Governor's Office of Small, Minority & Women Business Affairs conducts a statewide outreach and training program. Their signature event, Ready, Set, GROW! Procurement Connections Workshop, is held at locations around the state and draws an average of 75 entrepreneurs to each event. Due to COVID-19, four of the six planned workshops were able to happen. Their Technical Training Classroom Program was also impacted by the pandemic. In FY20, 14 of the 22 sessions scheduled were held, drawing over 520 participants. The Governor's Office of Small, Minority & Women Business Affairs' staff participated in live and virtual events hosted by resource partners and stakeholder organizations throughout the year. A broad scope of online resources are also provided, connecting entrepreneurs with 24/7 access to vital information on financial/lending programs, networking and professional associations, and valuable business intelligence tools such as the annual procurement forecast.

Social media continues to be a successful platform for engaging stakeholders. The Governor's Office of Small, Minority & Women Business Affairs utilizes Facebook and Twitter to connect with the broad spectrum of entrepreneurs and small business owners. The most popular topics are #MotivationMonday, event registration notices, and connections to resource organizations. We also publish a monthly bulletin for over 23,500 subscribers. The quick read format has proven to be very popular, particularly during March, April, and May when we were producing it on a weekly basis to help small business owners keep up with the rapidly-changing environment as the COVID-19 pandemic was unfolding.

Timely and Responsive

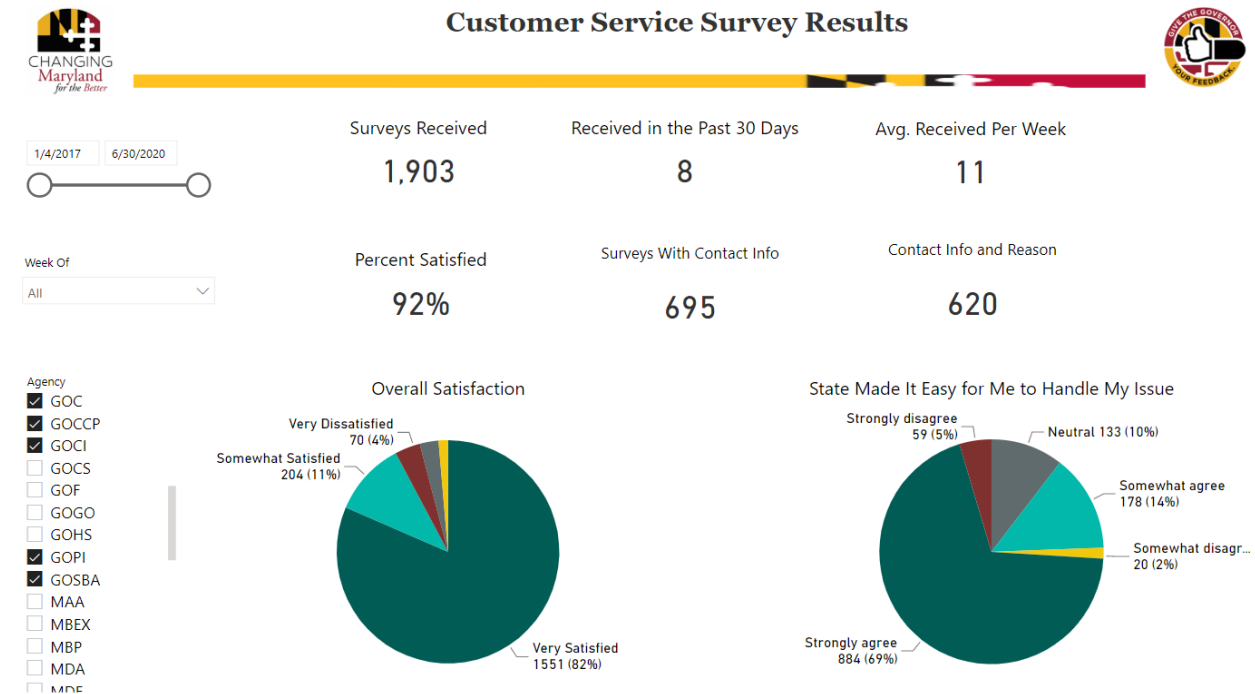
The Governor's Customer Service Initiative includes the principles of timely and responsive service. The Governor's Office of Small, Minority & Women Business Affairs receives a high volume of calls for 1-on-1 technical assistance that require lengthy conversations with business owners. The Office has performance targets to respond to customer inquiries within 24 hours.

The Governor's Office of Small, Minority & Women Business Affairs delivers an excellent customer experience, receiving a 97% satisfaction rating.



Feedback and Survey Results

Over 1,700 responses to the Governor's Feedback Survey were provided to the Governor's Coordinating Offices, an average of 11 per week. We utilize this feedback to improve products and services, and follow up with constituents on action items in order to provide great customer service. That is reflected in the 92% satisfaction rating from the feedback received.



Coordinating Offices' Feedback from the Governor's Customer Service Survey

Communications and Social Media

The voice of the customer plays a central role as the Hogan Administration seeks active, meaningful communication among Marylanders, business owners, and the Governor's Coordinating Offices for each of its six unique divisions. Each office develops and nurtures its own communications outlets, tailored for their specific audiences. The Governor's Coordinating Offices Director of Communications leads the communications efforts across the offices with a team of communications outreach staff. This integrated approach ensures a unified message is communicated by and through all of the Coordinating Offices, consistent with Hogan Administration priorities seeking to help change Maryland for the better.

For example and most notably in FY20, all the Governor's Coordinating Offices engaged in daily collaboration with one another, and with other state agencies, to ensure excellent customer service as the COVID-19 pandemic unfolded in Maryland. For example, the Governor's Office for the Deaf and hard of hearing coordinated American Sign Language translators for public address, and then produced hundreds of videos in American Sign Language for clarity, for the 1.2 million Deaf and hard of hearing Marylanders. This helped ensure our citizens received accurate, clear communication on breaking news and crucial new executive orders in real time. In addition, the Governor's Office of Community Initiatives; the Governor's Office of Service & Volunteerism; the Governor's Office of Small, Minority, & Women Business Affairs; and the Governor's Office on Crime Prevention, Youth, and Victims Services hosted and contributed to the Governor's new "Marylanders Unite" webpage, consistently updating its contents for victims of crime, multicultural audiences requiring translations of executive orders, information for small businesses, volunteers, and other communities seeking relevant COVID-19 information across Maryland. This type of close collaboration aligning all communications in both breadth and depth helps to ensure that Marylanders are proactively reached through multiple media channels.

Given the active digital landscape and its potential for influence, the Governor's Coordinating Offices are proud to have engaged more than 500,000 followers on our websites, and on Facebook, with over 1.6 million impressions during FY20 with an average of 31 shares every business day. Finding many citizens connected online - particularly now during the COVID-19 pandemic - the Governor's Coordinating Offices shared a video across all office YouTube and social media pages. This video outlines the Hogan Administration's vision, purpose, and community involvement for the Governor's Coordinating Offices.



In addition, the Governor's Coordinating Offices maintains a unifying website that provides resources to Marylanders with links to all Coordinating Offices websites in one convenient place. This website was given a user-friendly url (www.gco.maryland.gov) and aligns with the Governor's main webpage information on human trafficking, Maryland's Customer Service Promise, etc. Finally, to provide consistent messaging to customers who interface with our staff on email, each of the Coordinating Offices communications directors monitor all employee email signatures for consistency and accuracy.



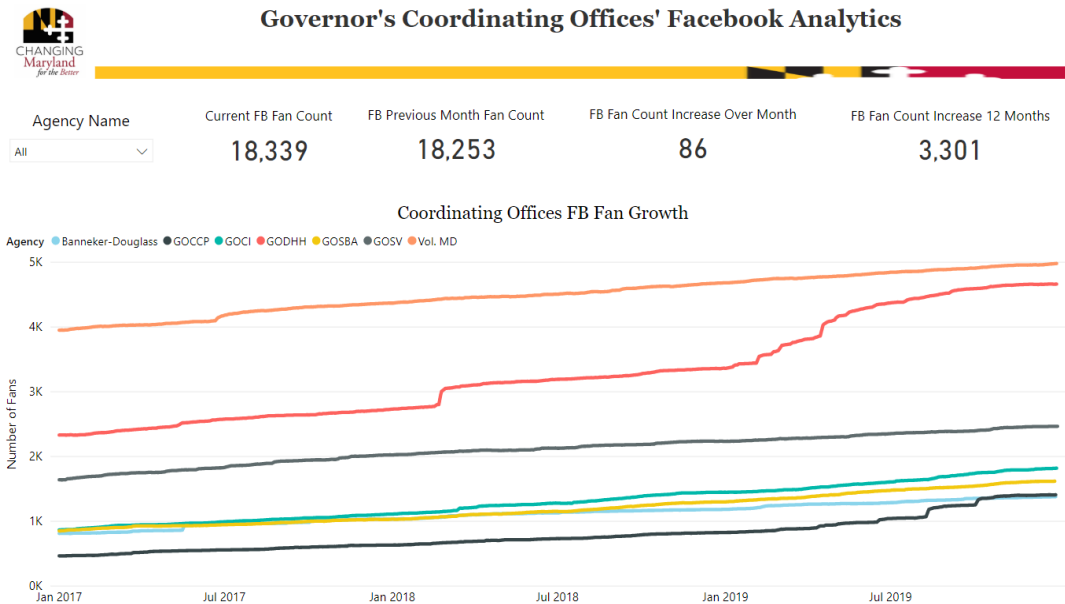
*The Governor's Coordinating Offices video on YouTube –
<https://www.youtube.com/watch?v=ML4u-CEmMIM&t>*

In FY20, the Governor's Coordinating Offices ramped up its video presence on social media, which has, in turn, engaged more customers. Above is a screen shot from just one example overlooking all of our offices, and below is a screen shot from the newly-produced GOCI-TV series.

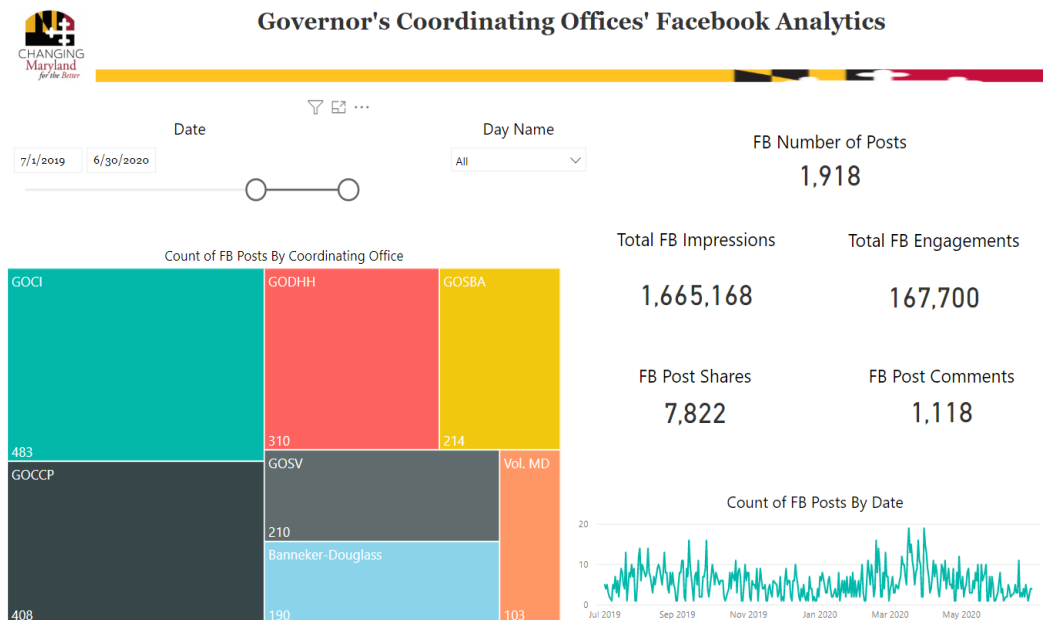


Social Media and Website Traffic Statistics

The Governor's Coordinating Offices strive to deliver timely and consistent messaging through social media about its services, resources, events, and alerts. Communications professionals prepare targeted messages and use analytics to improve the consistency and timeliness of the customer experience.

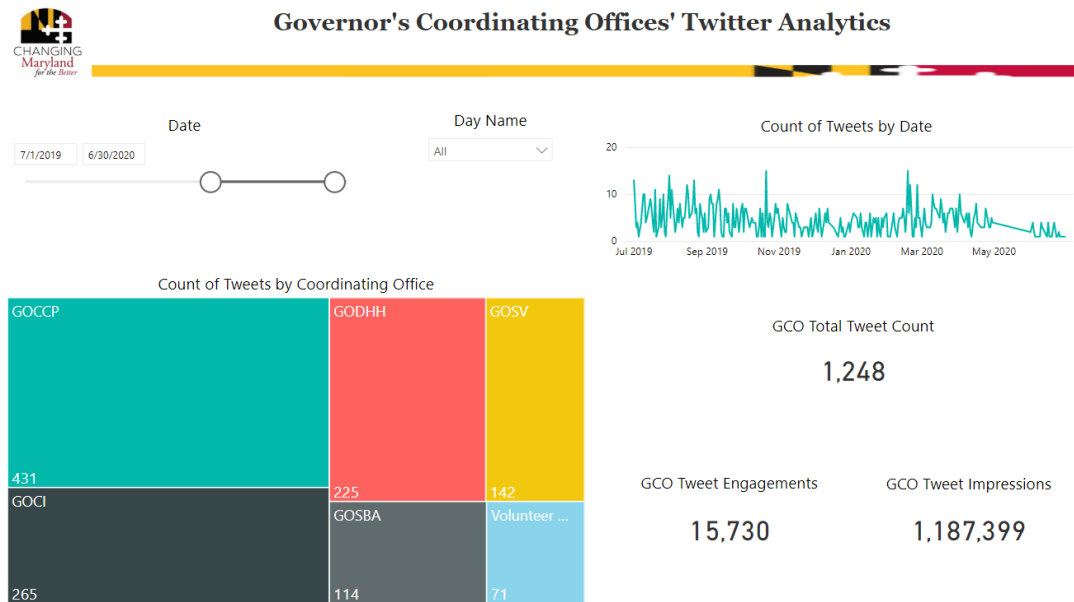


The Governor's Coordinating Offices are attracting new Facebook followers to its page every month by providing timely, consistent, valuable content about its services and alerts



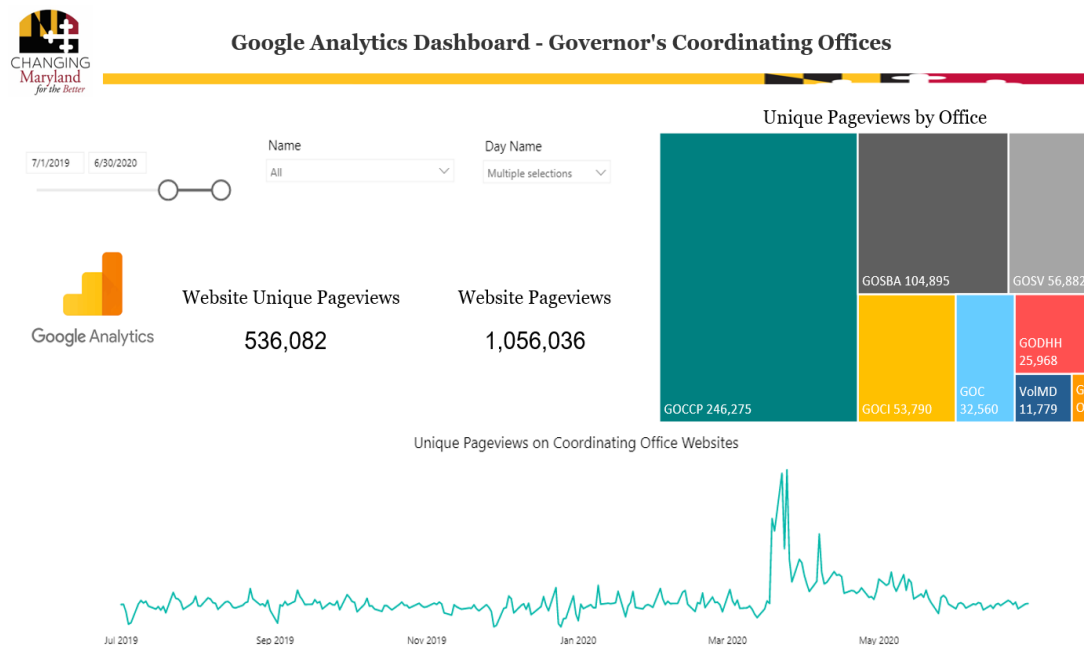
The Governor's Coordinating Offices Facebook Pages statistics for FY20 demonstrate activity, reach, and engagement through social media

Twitter Analytics also show a demonstrated effort by the Governor's Coordinating Offices to reach and engage Marylanders.



Twitter Analytics for FY20 show tweet counts, engagements, and impressions

The Governor's Coordinating Offices also utilize analytics from website traffic to help understand the customer experience from the perspective of driving traffic to the intended webpages. Our websites had over 1,000,000 Pageviews in FY20.



Google Analytics provides customer reach and engagement data with Web pages

FY20 Customer Service Annual Report Governor's Coordinating Offices



Maryland Governor's Office of Community Initiatives • December 24, 2019 •

How do you share your love this holiday season? With the help of Cancer Comfort Angels (cancercomfortangels.org), we collected and donated 80 blankets for Bubba's Blankets and joined them to deliver the blankets to cancer patients at the University of Maryland Medical Center in Baltimore (UMUC). Staff of the Governor's Coordinating Offices and Governor's commissioners contributed to the donation. Click the photos below and read more about the founder of Bubba's Blankets and a... See More



Governor Larry Hogan added 12 new photos to the album: The Road to Operation Enduring Friendship.
April 20 •

In February, the First Lady and I worked with Korea's Ambassador to the United States, Ambassador Lee Soo-hyuck, to arrange for a reception at his residence in ... See More

Commissioners Frostburg State University CASA Civic Works Habitat for Humanity of the Chesapeake Teach For America Volunteer Maryland



FY20 Customer Service Annual Report Governor's Coordinating Offices



Maryland Governor's Office on Service & Volunteerism

November 11, 2019 · 🌐

Today on [#VeteransDay](#), we honor our heroes, their families, their sacrifice, and our love of country. The Governor's Office on Service and Volunteerism is proud to honor veterans and those that serve veterans, like [#GovernorsServiceAwards2019](#) Veteran Honoree Sandra Blakeslee and Individual Honoree Wendy Notari and the [Maryland Department of Veterans Affairs](#).

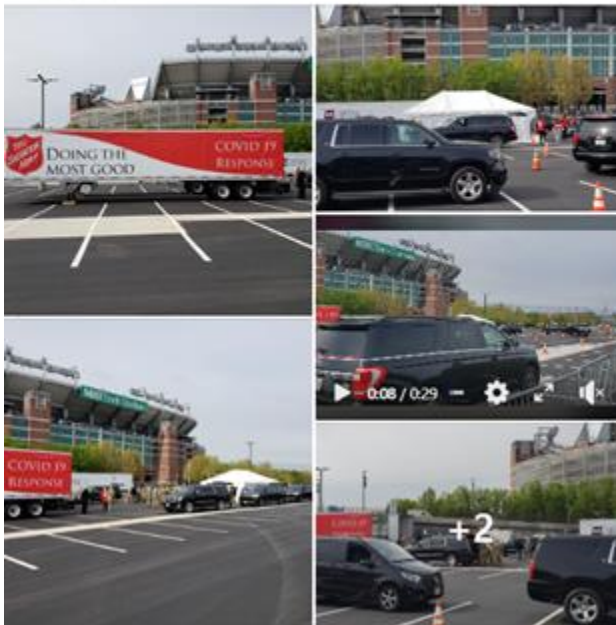
Read more about how Individual Honoree Wendy Notari served veterans through the [Warrior Canine Connection](#), here: [https://www.gosv.md.gov/2019/11/11/honoring-veterans-and-those-who-serve-veterans](#) See More



Maryland Governor's Office on Service & Volunteerism

May 6 · 🌐

[#MarylandStrong](#) looks like [The Salvation Army of Central Maryland](#) volunteers [#DoingTheMostGood](#) and delivering 10,000 meals a day. Get involved and learn more about other services with [sa-md.org](#). [#IServeMD](#)



Maryland GOSV @MarylandGOSV · Feb 27

We are proud to honor and recognize Havre de Grace's Camay Murphy through the [#BlackHistoryMonth](#) Leadership & Service Awards. Thank you, [@BaltimoreSun](#) and [@BoydRutherford](#) for supporting "the legacy of Maryland's great heroes" and those who are "addressing community needs."



Maryland Governor's Office on Service & Volunteerism

June 9 · 🌐

Governor's Office on Service and Volunteerism Team is overwhelmed by the compassion and generosity of Marylanders. Thank you to [The Salvation Army of Central Maryland](#) for the opportunity to directly serve 2,020 meals to our neighbors impacted [COVID19](#). [#MarylandStrong](#) [AmeriCorps](#) members commit to service and do this work everyday." -Director Fiocco [#IServeMD](#)

Learn more about this on-site volunteer opportunity at [https://www.sa-md.org/ravens](#) See other critical ne... See More



Maryland GOSV @MarylandGOSV · Feb 20

Happening Now: Maryland AmeriCorps programs are connecting with their state representatives to convey how [@AmeriCorps](#) [#GetThingsDone](#) and to foster a unified approach to direct service. Follow along our Legislative Education Only day! [#IServeMD](#)



FY20 Customer Service Annual Report Governor's Coordinating Offices

Maryland Governor's Office of the Deaf and Hard of Hearing ***
Published by TraciAnn Hoglind [?] · May 13 · 🌐

"The Governor having an ASL interpreter at all press conferences means the world to us... Tucker continued to thank Governor Larry Hogan and others for consistently always having ASL Interpreters on every coronavirus press conference. To the deaf community, he says it shows the importance of communicating to every person in the state, every person." Maryland School for the Deaf

<https://www.localdvm.com/.../maryland-school-for-the-deaf-th.../>



LOCALDVM.COM

Maryland School for the Deaf thrives in pandemic: ASL actually is an advantage to health safety

MD Gov's Office of the Deaf & HH @MarylandGODHH · Jun 21
Over 70 FAQs are now available in ASL! Topics include education, essential activities, eviction, masks, mental health, telehealth, senior citizens, testing, & unemployment insurance.

Visit odh.hhs.maryland.gov/COVID19FAQ/ The vids were produced by a group of Deaf Maryland volunteers.



Maryland Governor's Office of the Deaf and Hard of Hearing ***
posted a video to playlist Maryland Deaf Ecosystem Spotlights.

Published by TraciAnn Hoglind [?] · November 15, 2019 · 🌐

Maryland Deaf Ecosystem spotlight is Rosemary's Fabulous

Maryland Governor's Office of the Deaf and Hard of Hearing ***
Published by TraciAnn Hoglind [?] · December 12, 2019 · 🌐

Know a Deaf and hard of hearing Maryland-based African American-founded organization that has demonstrated commitment and dedication through significant and direct volunteer service to improve Maryland communities for all?

Nominate them for Maryland Governor's Office on Service & Volunteerism's Black History Month Leadership & Service Awards!

Deadline: January 3, 2020... [See More](#)



MD Gov's Office of the Deaf & HH @MarylandGODHH · May 12
Have you completed your 2020 Census?

The @uscensusbureau has an ASL Video Guide to Completing the 2020 Census Online!

[census.gov/library/video/...](https://census.gov/library/video/)

#2020MDCensus @MDCensus2020



FY20 Customer Service Annual Report Governor's Coordinating Offices

Office of Crime Prevention Youth & Victim Services @Ma... · Apr 22
#New: @MarylandGOCCP announces more than \$130M in funding amid #Coronavirus response, including \$13M this fiscal year to address #COVID19 related needs. goccp.maryland.gov/governors-offi... More questions about grants? Visit goccp.maryland.gov/coronavirus/gr... #ASaferMD



Governor's Office of Crime Prevention, Youth, and Victim Services added 15 new photos — at The Boys & Girls Clubs of Annapolis & Anne Arundel County.
 February 21 · 🌐

One Love Freetown Training



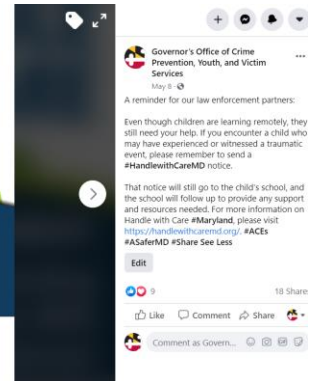
Governor's Office of Crime Prevention, Youth, and Victim Services

June 23 · 🌐

#New: Governor's Office of Crime Prevention, Youth, and Victim Services is now accepting applications for Additional CARES Act funding supporting comprehensive domestic violence victim service providers and their efforts to prevent, prepare for, and respond to coronavirus (#COVID19) and its impacts. Read more: <https://goccp.maryland.gov/governors-office-of-crime-prevention-youth-and-victim-services-accepting-applications-for-additional-cares-act-funding/> #ASaferMD



For more information, please visit: HandleWithCareMD.org

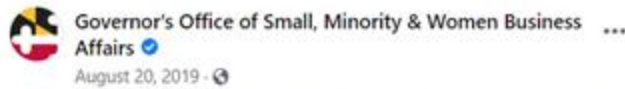


Governor's Office of Crime Prevention, Youth, and Victim Services
 May 3 · 🌐

Child Advocacy Centers provide a safe place for children who are abused to be interviewed, undergo medical examinations, and receive therapy. These are essential services and support Governor's Office of Crime Prevention, Youth, and Victim Services' mission to reduce adverse childhood experiences (#ACEs), and improving well-being of children and families. Maryland's CACs recently received personal protective equipment and other supplies to continue to serve #Maryland's children. [See More](#)



FY20 Customer Service Annual Report Governor's Coordinating Offices



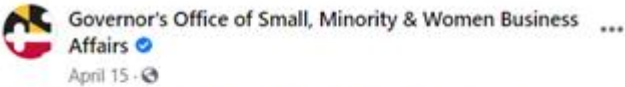
Interested in doing business with the State of Maryland? Check out this amazing tool!
#goMDsmallbiz



MYEASTERNSHOREMD.COM

State's small business tool offers 24/7 access

ANNAPOLIS — The State of Maryland's Procurement Forecast for fi...



Things are changing daily. Visit the Maryland Coronavirus (COVID-19) Resources for Business page often to stay informed.

<https://bit.ly/3c3HgJj>

#SaveLivesStayHome

GOVSTATUS.EGOV.COM

Maryland Coronavirus (COVID-19) Information for Business

goMDsmallbiz @goMDsmallbiz · Nov 20, 2019
Over \$30 billion in federal contracts were performed in Maryland last year. Attend our free Technical Training Classroom when we present "Federal Contracting 101" on 11/26. Find out if there are opportunities for your small business. <http://buff.ly/338rMZj>
#goMDsmallbiz

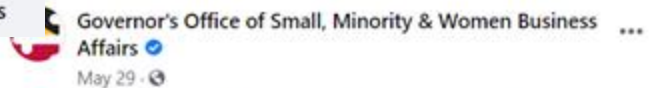


goMDsmallbiz @goMDsmallbiz · Mar 10
Join us in celebration of Women's History Month and Year of the Woman in Maryland.

as we present "Empowering Women Entrepreneurs: Unlock Your Path to Purpose, Profit & Prosperity" with Dr. Jena Bell on 3/26. Limited seats remain. Register today, buff.ly/3aHTKWj



goMDsmallbiz @goMDsmallbiz · Mar 4
The Maryland Women's Business Center helps start, sustain, and grow women-owned enterprises. More than 80% of their clients have achieved scalable growth. Tap into this valuable resource today! buff.ly/2SH9G37
#goMDsmallbiz



What is Maryland's Small Business Reserve (SBR) Program? Check out this brief and engaging video featuring program manager Lisa Mitchell Sennaar to find out.

<http://bit.ly/2KeWh0r>

#goMDsmallbiz



YOUTUBE.COM

Maryland's Small Business Reserve (SBR) Program

Maryland is committed to the growth and success of our small busi...

FY20 Customer Service Annual Report Governor's Coordinating Offices



Banneker-Douglass Museum

June 18 · 🌐

Tomorrow is Juneteenth. Join the Maryland Commission on African American History and Culture and Banneker-Douglass Museum celebrating this momentous occasion. On June 19, 1865, slaves learned of their freedom when Union general Gordon Granger federal orders that included the following:

"The people of Texas are informed that, in accordance with a proclamation from the Executive of the United States, all slaves free. This involves an absolute equality of per... See More

Banneker-Douglass Museum



Banneker-Douglass Museum

December 3, 2019 · 🌐

Happy #GivingTuesday! Join today's international giving celebration by giving to the Banneker-Douglass Museum Foundation, Inc. which supports the Maryland Commission on African American History and Culture.

With your contribution we are able to provide educational programs and exhibitions that highlight the significance of the African American experience in Maryland.

Your donation matters! Simply visit bdmuseum.maryland.gov/donate/ to donate today!... See More

#GIVING
TUESDAY



Banneker-Douglass Museum

May 4 · 🌐

Tomorrow at 1:30 pm at Iverson Mall, Community of Hope, World Central Kitchen and Prince George's County will distribute another 1,000 free hot meals.

If you know of anyone in need, please share. Participants will not need to leave their cars to receive their meal.

We're in this together, we are #MarylandStrong.... See More



Banneker-Douglass Museum

June 15 · 🌐

This year marks the 10th Anniversary of the African American Heritage Preservation Program grant, awarded for construction projects on properties important to African American history and culture in Maryland.

Don't forget, the deadline for applications is July 1st. Apply today at mht.maryland.gov/grants_africanamerican.shtml

#BDMuseum #MCAAHC #PreservationProjects #MarylandHistory #BlackHistory #10thAnniversary #MDHistoricalTrust



**African American
Heritage Preservation
Program**



Resources and Outreach

Highlights from Governor's Coordinating Offices Websites

Governor's Coordinating Offices

<http://gco.maryland.gov>

Governor's Office of Community Initiatives

<http://goci.maryland.gov/>

- Ethnic Commissions - <http://goci.maryland.gov/ethnic-commissions/>
- Service and Volunteerism - <http://gosv.maryland.gov/>
- AmeriCorps - <http://gosv.maryland.gov/ameriCorps/>

Governor's Office of Crime Control and Prevention

<http://goccp.maryland.gov/>

- Grant Opportunities - <http://goccp.maryland.gov/grants/>
- Victims Services - <http://goccp.maryland.gov/victims/>
- Juveniles - <http://goccp.maryland.gov/juveniles/>
- 24 Local Management Boards - <http://goc.maryland.gov/lmb/>
- Child Well-Being Scorecards - <http://goc.maryland.gov/reportcard/>

Governor's Office of the Deaf and Hard of Hearing

<http://odhh.maryland.gov/>

- Text-to-911 Press Release - <http://odhh.maryland.gov/press-releases/governor-larry-hogan-announces-new-text-to-9-1-1-system-for-maryland/>
- Follow Us on Facebook - <https://www.facebook.com/MDGODHH/>

Governor's Office of Performance Improvement

<http://gopi.maryland.gov/>

- Governor's Customer Service Initiative Survey Results and Heroes Awards - <http://gopi.maryland.gov/governors-customer-service-initiative/>
- Maryland Open Data Portal - <https://data.maryland.gov/>

Governor's Office of Small, Minority & Women Business Affairs

<https://goMDsmallbiz.maryland.gov/>

- State Helps 900 Maryland Businesses Compete with Confidence - <https://www.southernmarylandchronicle.com/2019/07/23/state-helps-900-maryland-businesses-compete-with-confidence/#>
- State's small business tool offers 24/7 access - https://www.myeasternshoremd.com/kent_county_news/community/news/state-s-small-business-tool-offers-access/article_64d5c3e3-1e25-5c9b-9496-a0c5c49c0c72.html
- Maryland recognizes minority & women owned businesses <https://www.localdvm.com/news/i-270/maryland-recognizes-minority-women-owned-businesses/>

Contact Information

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Governor's Office of Crime Prevention, Youth, and Victim Services

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Governor's Office of the Deaf and Hard of Hearing

Kelby Brick

Director

Governor's Office of Performance Improvement

Allison Cordell

Director

Governor's Office on Service & Volunteerism

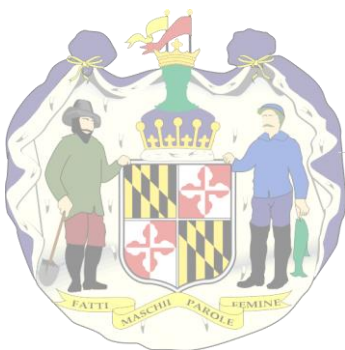
Nicki Fiocco

Director

Governor's Office of Small, Minority & Women Business Affairs

Jimmy Rhee

Special Secretary



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

Governor's Coordinating Offices, 2020