

Customer Service

Annual
Report
2019



Maryland

DEPARTMENT OF COMMERCE

Prosperity with
a Purpose

Larry Hogan, Governor • Boyd Rutherford, Lt. Governor

Leadership and Contributors

Kelly M. Schulz
Secretary

Elizabeth Carven
Deputy Director (Office of Business
Development)

Veronica Dorry
Creative Director (Marketing and
Communications)

Andy Fish
Senior Director (Finance Programs)

Carolyn Hammock
Director Digital Engagement (Marketing
and Communications)

Karen Glenn Hood
Director Media Relations & Public Affairs
(Marketing and Communications)

Jim Keenan
IT Project Manager (Administration and
Technology)

Trevor Leach
Interactive Services Specialist (Tourism,
Film and the Arts)

Benjamin H. Wu
Deputy Secretary

Jennifer LaHatte
Business Policy Analyst
Policy, Research & Government Affairs

Dan Leaderman
Senior Communications Manager
(Marketing and Communications)

Julie Miller
Digital Marketing Manager (Marketing and
Communications)

Ken Skrzysz
Executive Director (MD State Arts Council)

Lisa Swoboda
Program Administrator (Military and
Federal Affairs)

Amanda Winters
Internal Communications Manager
(Marketing and Communications)

Julie Woepke
Executive Director (Maryland Economic
Development Commission)

Tim La Valle
Director (Office of General Services)
410-767-2202
Timothy.lavalle@maryland.gov

Table of Contents

Leadership Analysis of FY19 and Summary of FY20 Approach	4
FY19 Highlights	5
Recognition Given to Teammates	6
Detailed FY19 Results	8
FY20 Plans	12
Customer Service Survey Results	13
Status of Customer Service Training	13
Timeliness and Responsiveness	13
Call Center and Welcome Center Data	13
Social Media and Online Experience	14



Leadership Analysis of FY19 and Summary of FY20 Approach

Dear Commerce Teammates,

I am very pleased to present the 2019 Customer Service Annual Report. We've taken many steps over the past year to ensure we're providing the highest level of customer service, and have recognized many of our Commerce teammates for the exemplary service they provide. According to the latest Customer Satisfaction Survey, the majority of our customers remain very satisfied with the service we provide and strongly agree that we make it easier for them to do business in Maryland and visit the wonderful attractions in our state.



In the coming fiscal year, continuing to improve our collaboration and communication skills will be Commerce's number one customer service priority.

I'm a passionate believer in providing great service, and one of my principal goals is to inspire our team to provide it to all of our customers and stakeholders. Upholding the Governor's Customer Service Promise is paramount in our mission to create and retain jobs in Maryland as well as helping our citizens build better and more purposeful lives.

Thanks to everyone on the Commerce team for your dedication to our work, and for continuing to make Maryland a great place to live, work and play.

Kelly M. Schulz

Secretary

FY19 Highlights

Programs

- Secretary's Collaboration Tours
- Commerce Subcabinet expansion and additional workgroups
- Commerce Mentorship Program
- Commerce Academy and Project Starfish

Surveys

- Administration and Technology Annual Customer Service Survey

Training

- Created and conducted webinars for the following:
 - One Maryland Tax Credit Program
 - Buy Maryland Cybersecurity Tax Credit Program
 - Financing Programs
 - Maryland Defense Network
- Hosted Defense Connectivity Forum and the Maryland Defense Cybersecurity Assistance Program (DCAP) Workshops.
- Trained Commerce teammates on defense contractor resources
- Hosted the Maryland Arts Summit, a statewide gathering of stakeholders for professional development sessions emphasizing sustainability, economic viability, and equitable access.
- Hosted seven (7) Regional Arts Institutes, during which Maryland State Arts Council (MSAC) teammates had conversations with local artists, arts organizations, and leadership to discuss improvements to the creative infrastructure of Maryland.
- Implemented listening sessions for constituents to guide new MSAC initiatives.



Process Improvements

- Developed/enhanced the web-based applications to make it easier for businesses to find relevant information regarding:
 - Buy Maryland Cybersecurity Tax Credit
 - Cybersecurity Investment Incentive Tax Credit
 - ExportMD
 - Finance Programs
 - Small Business Relief Tax Credit
 - Research & Development Tax Credit

- Small, Minority, and Women-Owned Businesses Account – Video Lottery Terminal (VLT) Fund
- Wineries and Vineyard Tax Credit
- Developed a database of Science Technology Engineering and Mathematics (STEM) programs at Maryland federal entities.
- Upgraded Portfol, the department's loan portfolio management application.
- Improved the Department's automated check disbursement system.
- Updated the Credit Card Gateway to fit with the newer CyberSource API
- Enhanced the Performance Review application.
- Consulted with business units to enhance the customer relationship management program - Salesforce.
- Provided support to the Maryland Department of Labor to integrate one of its units with Salesforce.
- Instituted a new Creativity Grant program to support smaller organizations and projects, and independent artists to increase the ease and efficiency with the application process.
- Launched a new grant platform, Smart Simple, to ease application and reporting to MSAC more efficient, allowing grantees to spend less time on forms and more time creating.
- Heightened internal controls, including increased communication and transparency between the MSAC and internal auditors.
- Replaced the panelist nomination process for the Grants for Organizations and Creativity Grant programs with a statewide call for panelists which allows for a larger pool of respondents to be vetted by program directors, the executive director, and the MSAC.
- Replaced onerous MSAC grantee data reporting practices with data by the National Endowment for the Arts and in Maryland's economic impact report.
- Shifted all MSAC applications to a platform that allows organizations to reflect upon their programs and operations while considering equity, diversity and inclusion in their own practices.



Recognition Given to Teammates

Team Member of the Month – Recognizes a team member who has gone above and beyond the call of duty for a customer or special project.

June 2018
September 2018
January 2019

Dana McCann, Alicea Cragwell
Jim Keenan, Emiko Kawagoshi, Cindy Zeng
Chris Stewart

“Pirate” of the Month – Recognizes a team member who has exhibited characteristics, such as creativity, ingenuity and innovation, and an entrepreneurial, non-bureaucratic attitude.

September 2018 Latrice Hicks January 2019 Dawn Hutt

On May 8, 2019, the department celebrated Employee Appreciation Day by selecting Commerce teammates who most exemplified the attributes of the three main characters in the Wizard of Oz - the Lion for his courage, the Tin Man for his Heart and the Scarecrow for his brains. According to teammates, those who exhibited these qualities the most where:

Courage Award	Dean Storm
Heart Award	Kathi Ash
Brains Award	Chanda Miller

Years of Service Awards -- As part of Employee Appreciation Day, Secretary Schulz presented the following Years-of-Service awards:

Obiageli Faye Nwoko	5 years
Donisha White	5 years
Mikra Krasniqi	5 years
Carolyn Hammock	5 years
Andrew Kreinik	5 years
Leslie Troy	5 years
Matthew Scales	5 years
Heather Ersts	5 years
James Palma	10 years
Varsha Gandhi	10 years
Dean Storm	15 years
Christine Rose	15 years
Rahel Kidane	15 years
Martha Ellison	20 years
Carol Spangler	20 years
Stacy Kubofcik	20 years
Mark Vulcan	25 years
Timothy La Valle	25 years
Elizabeth Fitzsimmons	25 years
Jayson Knott	30 years
Dana McCann	35 years
Jane Silver	40 years



Detailed FY19 Results

Secretary's Collaboration Tours: Secretary Schulz began traveling around the state on a collaboration tour of each county and Baltimore City. These include a listening session hosted in partnership with the local economic development agencies and visits to local businesses.

The purpose is two-fold: to share the Secretary's vision for economic development, known as "Prosperity with a Purpose," and learn about the opportunities and challenges in each jurisdiction. The secretary is also issuing a call to action at each stop asking the participants to share the stories of how programs at Commerce benefit not just the business community but the individual employees who share in their prosperity.



As of June 30, the Secretary has visited six (6) counties and will complete this initiative in FY20.

While visiting Harford County, Secretary Schulz took a tour of the Havre de Grace waterfront and learned what went into the town's revitalization of local buildings, including the Decoy Museum.

"I love the idea that when they talked about the redevelopment that they went to the residents and asked them what they wanted to do," Schulz said in an interview with the Baltimore Sun. "That's always very impressive when you go back and ask your constituents how they feel about it." - Baltimore Sun (June 13, 2019).

Secretary's Citations: In FY19, Secretary Schulz and the Commerce team presented 184 congratulatory citations to local businesses in recognition of their service and dedication to doing business in Maryland. These citations celebrated grand openings, expansions, and milestone anniversaries throughout the state.

Commerce Subcabinet: The Department of Natural Resources (DNR), the State Department of Assessments and Taxation (SDAT) and the Maryland Higher Education Commission (MHEC) were formally invited to join the Subcabinet, expanding the group to include 10 State agencies. These agencies join the Maryland Departments of Commerce, Housing and Community Development (DHCD), Environment (MDE), Planning (MDP), Transportation (MDOT), Labor, and the Governor's Office of Small,

Minority, and Women Business Affairs (GOSBA). The Subcabinet meets every other month.

In addition to the Customer Service, Workforce Development and Job Creators Workgroups, the Subcabinet added two (2) additional workgroups – Small Business and Regional Resources.

The mission of the Small Business Workgroup is to improve agency coordination and outreach to make state government more accessible, effective and efficient for Maryland's business community. This Workgroup improved communications of business-related information among agencies through social media and a new hashtag, #mdSmallBiz, as well as developing an interagency calendar of events.

Divided into five (5) regional teams, the Regional Resources Workgroup increases collaboration among agencies by identifying projects, initiatives, issues or needed resources and support to make Maryland state government faster and easier for businesses to navigate. The teams meet regularly to assist businesses and local jurisdictions with economic development efforts, including issues related to transportation, workforce development, licensing, planning, and permitting, among others. The Maryland Regional Resource webpage, housed on the Maryland Business Express site, offers an easy-to-navigate state map with agency contacts for each region.

Commerce Mentorship Program: The Department of Commerce began its Mentorship Program in the fall of 2018. The program's first cohort included seven (7) mentees and mentors. The program serves to elevate employee engagement, interactions,



knowledge transfer, and support that results in increased levels of customer service and employee satisfaction and to show teammates in a tangible way that they are valued and have an opportunity to shape the future. The program, as rated by the mentors and mentees, received a score of 4.3 out of a possible 5 points.

"The program assisted in expanding knowledge and relationships with different offices within Commerce, increasing collaborations."

Commerce Academy: These presentations supplement the Department's teammate onboarding process by providing a deeper dive into the various programs within the department. Presentations given for the Academy in FY19 included Business and Industry Sector Development (2), the Office of the Secretary and the Division of Administration and Technology.

Project Starfish: The goal of Project Starfish is to help make a social and economic difference in Baltimore and the surrounding area through employee volunteerism with non-profit organizations. In FY19, over 300 hours of community service were performed at organizations in Baltimore and the surrounding communities, including Paul's Place, the Helping-Up Mission, Civic Works, the Maryland Food Bank and Patapsco State Park.

"I was impressed with how quickly my group came together as a team for our Civic Works park project and also impressed with all that we accomplished in just 4 hours."



Administration and Technology Customer Service Survey: The annual survey of Commerce teammates measured the level of satisfaction with the delivery of services by the division and by the individual offices within the division. As a division, the customer satisfaction score increased from 4.32 out of a possible 5 points in FY18 to 4.45 in FY19.

Financing Program Webinars: To provide proactive customer service, webinars were created in 2018 to guide counties through changes to the One Maryland Tax Credit program and to guide potential applicants through the Buy Maryland Cybersecurity Tax Credit program. These webinars were complemented with additional information on the Commerce website.



Business Alert Emails: An e-newsletter blast was sent to interested Maryland companies (over 600 to date) alerting them to upcoming Business 2 Government (B2G) events in Maryland offering opportunity for business growth and federal procurement process awareness.

Maryland Defense Network (MDN) Regional Demos and Webinars: Commerce hosted demonstrations and webinars to promote the MDN, a free online resource tool created by Commerce, to better connect defense contractors to the supply chain and to opportunities for business growth. Over 8,000 Maryland defense contractors are included in the MDN along with 600 active users.

Maryland STEM Connect: Commerce's statewide database of all STEM programs offered by federal entities was developed to easily identify STEM opportunities for students, teachers and families. The database currently includes over 25 agencies and over 300 programs.

Defense Connectivity Forum: Commerce hosted this event to connect defense-dependent businesses to commercial opportunities in Maryland's manufacturing

industry. Over 40 Maryland businesses met directly with Original Equipment Manufacturers (OEMs) to discuss potential new business.

Maryland Defense Cybersecurity Assistance Program (DCAP) Workshops:

Commerce hosted two (2) educational workshops for defense contractors to provide assistance on compliance with the recent cybersecurity regulations issued by National Institute of Science and Technology.

Business 2 Government Presentations and Workshops: The department delivered nine (9) presentations throughout Maryland to over 600 businesses to provide information on Commerce and B2G available resources.

Training: The business development team was trained on defense contractor resources in order to be able to share these resources with their business networks.

The Buy Maryland Cybersecurity Tax Credit Application: The Buy Maryland Cybersecurity Tax Credit provides an incentive for Qualified Maryland Companies to purchase cybersecurity technologies and services from a Qualified Maryland Cybersecurity Seller. A streamlined, online application enables both the buyers and the sellers to input their information so these Maryland Companies can grow their business and assist each other.

Cybersecurity Investment Incentive Tax Credit Application: The Cybersecurity Investment Incentive Tax Credit provides a refundable income tax credit to investors of a Qualified Maryland Cybersecurity Company (QMCC). A new, online portal allows a company to select one of four applications to fill out.

ExportMD Application: This program helps to offset some of the costs of marketing internationally for Maryland's small and mid-sized companies, providing up to \$5,000 in reimbursement for expenses associated with an international marketing project. A new application system was implemented for efficiency and usability by businesses.

Finance Programs Application: Created a single, comprehensive, online application which can be used by all of our most popular assistance programs. The new application, which replaces an antiquated paper process, makes it easier for companies to invest in Maryland and access State incentives.

Small Business Relief Tax Credit Application: The Small Business Relief Tax Credit is a refundable tax credit available to small businesses that provide their employees



with paid sick and safe leave. A new portal, gateway and online application allow for companies to easily apply for the tax credit program.

Research and Development (R&D) Tax Credit: Businesses that have qualified R&D expenditures in Maryland may qualify for two (2) state income tax credits (*Basic* and *Growth*). The entire online application process for these tax credits was overhauled and made more comprehensive and efficient.

Small, Minority and Women-Owned Business Account - Video Lottery Terminal (VLT) Fund: The VLT Fund uses proceeds from video lottery terminals (slot machines) to provide financing to qualifying small, minority and women-owned businesses located in targeted areas surrounding six (6) Maryland casinos. A new application was created that allows state fund managers easier access to data.

Wineries and Vineyards Tax Credit Application: The Wineries and Vineyards Tax Credit Application provides an income tax credit for qualified capital expenses related to a Maryland winery or vineyard. A new online portal and gateway makes it easier for vineyards and wineries to apply for tax credits.

Performance Reviews: Enhanced an in-house performance review application for ease and functionality.

Portfol: Upgraded Portfol, the department's loan portfolios, with new enhancements

Check Disbursement: Improved the department's automated check disbursement system making it quicker and more efficient.

Salesforce Assistance to Labor: Supported a unit within the Maryland Department of Labor to integrate the unit with Salesforce to improve interaction with the unit's customers.

Salesforce Enhancement: Commerce consulted with staff in the department's business units and engaged in an effort to enhance our team's interaction with the Salesforce application, which is the customer relationship management tool for the department.

FY20 Plans

Efforts for FY20 will include the following strategies:

- Complete Collaboration Tours to improve communication and collaboration with local officials, economic development officers, and businesses
- Continue Mentorship Program
- Continue Project Starfish, the volunteer community engagement program
- Develop new onboarding materials

- Improve Performance Review System
- Continue training through webinars
- Continue quest for process improvement

Customer Service Survey Results

Our customer service rating, based on the statewide Customer Satisfaction Survey results, decreased from 91% in FY18 to 84% in FY19. The decrease may be due to teammate turnover in key customer-facing positions. This decrease should be temporary, however, and we expect it to rise as new employees become familiar with the department's culture and the customer service promise.

Status of Customer Service Training

The department continued to achieve a 100% annual Customer Service Participation rate by providing a variety of training programs throughout the year from multiple sources, including:

- New employee orientations and web-based video training housed on our Commerce University website.
- Speakers at all-team meetings.
- Prioritizing customer service and teamwork within the team member performance and goal setting reviews.

Timeliness and Responsiveness

Responding to customers in a timely fashion and answering questions quickly is a priority at the Department of Commerce. Any successful organization has to adhere to these principles. At this time, our success is measured through responses received through the State's Customer Service Survey and the internal Administration and Technology Customer Service survey. The scores received in both of these surveys (84% and 4.5 on a 5-point-scale, respectively) indicate that inquiries are answered quickly and the time-to-resolution is low. However, that there is room for improvement and the department will strive to continuously improve service delivery in FY20 and beyond.

Call Center and Welcome Center Data

- The department Call Center received 33,564 calls in FY19
- Welcome Centers received 337,578 visitors in FY19

Social Media and Online Experience

Throughout FY19, the department has continued to improve the sharing of resources and information through the internet. Commerce managed websites generated:

- 465,375 visitors
- 199 outreaches via the “Contact Us” form
- 395 newsletter signups

Commerce has continued to grow its social networks and leverage social media tools to share information and provide customer service. In FY19, the department’s audience size grew to 40,706 followers and generated 1.2 million engagements (clicks, comments, video views, and other engagements) through organic and paid media.