

CUSTOMER SERVICE ANNUAL REPORT 2017



Every day is customer service day at MDOT

From the Secretary

On behalf of the 10,206 employees of the Maryland Department of Transportation, I am pleased to present our Customer Service Annual Report.

MDOT shares the Governor's commitment to putting customer service at the forefront of everything we do on behalf of the state's residents and visitors. It is at the core of MDOT's culture.

MDOT is actually comprised of a number of transportation business units that serve the public in a variety of ways. There is the Maryland Aviation Administration, the Motor Vehicle Administration, the Maryland Port Administration, the State Highway Administration, the Maryland Transit Administration, and the Maryland Transportation Authority. But we all work in unity as the Maryland Department of Transportation in making every day a customer service day.

We are pleased that a majority of Marylanders polled approve of the job we are doing throughout the state. Our constant mission is a safe, reliable, efficient, and affordable transportation system to create jobs and enhance economic opportunities across the state, from the Eastern Shore to Western Maryland and throughout the Baltimore-Washington Corridor.

In 2016, we launched the customer-focused Excellerator Performance Management System, a comprehensive program across all of our transportation business units



that uses detailed reporting and analysis to create a constant state of improvement in the services we provide to our customers. Our MDOT Excellerator program monitors dozens of metrics, many of them focused directly on customer service, and identifies best practices being deployed throughout MDOT. From a driver purchasing an E-ZPass to access our express lanes, to someone flying out of BWI Marshall Airport or taking a cruise from the Helen Delich Bentley Port of Baltimore; from a truck driver securing a hauling permit through our first-in-the-nation automated system, to a commuter looking for an environmentally-friendly transportation option; in each of those situations, and in all the other interactions Marylanders have each day with MDOT and its services, we are always striving to deliver better, faster, and value-oriented solutions to our customers. We are vigilant stewards of taxpayer dollars at all times.

The following pages touch on some of the work we have been doing to improve upon the customer service experience. MDOT will continue to put the customer at the center of everything we do because every day is customer service day at MDOT.

Pete K. Rahn
Secretary of Transportation



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FY17 Customer Service Highlights

The MDOT Excellerator Performance Management Program continues to put objective data behind our customer-driven culture. The MDOT Excellerator program focuses the entire organization on constant assessment and improvement in numerous metrics related to customer service, delivery of services, and other objective performance measures across the Department and our transportation business units. Best practices are identified and expanded, problem areas are overhauled. MDOT Excellerator reports are shared quarterly across the Department's more than 10,000 employees and released publicly.

MDOT MVA rolled out its safe and secure driver's license, the most secure in the country. The licenses are processed in a protected facility, sorted and mailed in four days or less.

The Department and its transportation business units expanded website and mobile-ready online services and added kiosk and tablet service at customer service centers, saving customers time and money.

MDOT and its transportation business units have won more than 167 Awards and Acknowledgements in the past two and a half years for the delivery of expert transportation products and services.

All 10,206 MDOT employees will complete customer service training this year, with an annual refresher course moving forward which will ensure the entire organization continues to be driven by our customer-focused mission.

The average call center wait time across MDOT transportation business units has fallen dramatically and consistently since 2014.

A supermajority of Marylanders polled believe MDOT is currently achieving its mission to be "a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions" for the state's residents and visitors.



Recognition Given to MDOT Employees

As part of MDOT's customer-focused mission, the Department recognizes standout employee performances that put customers first in a way that inspires one's colleagues and instills confidence with our customers. Celebrating such best practices is important to the morale of an organization and also reinforces to all employees that everything MDOT does is, in the end, for its customers.

Among the more extraordinary examples of exemplary customer service in 2017 were the efforts of MDOT MVA employees Natasha Jones and Jessica Mencos. Natasha and Jessica provided assistance to an elderly customer who needed an ID card for medical benefits and other purposes but was homebound in a nursing home and thus unable to visit an MDOT MVA branch office. Natasha and Jessica visited the nursing home to take her photo and collect all the necessary information. Once back at headquarters, they worked with the IT team to complete the process. Natasha and Jessica were awarded the Governor's Customer Service Hero Award in May 2017 for this heartfelt commitment to customer service.

But great customer service need not be so dramatic to be worthy of recognition. There are employees working across MDOT's transportation business units who are customer-focused every day in ways big and small that make a meaningful difference to the Department's customers. MDOT SHA and its response partners assist motorists with emergencies on Maryland's highways each and every day. The follow-up surveys indicate broad satisfaction with the help received, including unprompted testimonials like this one: "Replaced a flat tire with spare tire. Chris Beach, Truck 9501, was my hero today! He was incredibly kind and courteous."

Each MDOT transportation business unit recognizes these superlative performers within its ranks:

- ▶ E-ZPass Maryland Customer Service and Account Manager Karen Riecke was presented the Secretary's Extra Mile Award for Exceptional Customer Service for her efforts during the implementation of the new E-ZPass Maryland citation process.

- ▶ Cheryl Jordan was presented the Maryland Transportation Authority's Customer Service Award, granted to those who "consistently, promptly and effectively respond to the needs of external and internal customers."



- ▶ MDOT SHA has established a Customer Service Promise Award for those "who have exemplified one or more of the Governor's Customer Service Promises by excelling in customer service, developing processes that streamline systems for customers, or creating ways to reduce customer cost." Recipients of the award include:

- ▶ Sigismond Ajegwu, Utility Area Engineer
- ▶ Constance Beulah, Utility/Permit Inspector
- ▶ Janice Bess, Customer Service Manager
- ▶ Darryle Dennis, Field Maintenance Technician
- ▶ Ben Flaherty, Heavy Equipment Maintenance Supervisor
- ▶ Eddie Gordon, Maintenance
- ▶ Christopher Hood, Transportation Engineer
- ▶ Paul Nicol, Transportation Engineer Technician
- ▶ Raymond O'Neil, Maintenance
- ▶ Mark Pusey, Field Maintenance Technician
- ▶ Kim Sone, Computer Information Services Specialist
- ▶ Dean Sullivan, Maintenance
- ▶ Charles Triesh, Sr., Team Leader, Maintenance
- ▶ Ryan Wengerd, Maintenance

- ▶ For MDOT MTA, Bus Operator James Williams earned his title as First Place in Customer Service among all bus operators nationwide from the American Public Transportation Association.



Leadership Analysis

of FY17 and Summary of FY18 Approach



**Every day is
customer service
day at MDOT.
It's central to
what we do and
who we are.**

We are transportation experts in the customer service business. Our job is to get our customers to their destinations safely and efficiently. To clear the state's highways of ice and disabled cars. To make possible the rapid transport of the products made in Maryland as well as those purchased by our state's residents and businesses. And to do these things while minimizing the time and expense imposed on our customers and while being wise stewards of the taxpayer dollars entrusted to us.

We've all come across a business at one time or another that appeared to be focused more on its convenience rather than its customers. That is not the MDOT way. Convenience means accommodating our customers' busy lifestyles and varied schedules. All of our transportation business units are working to be available at the times and in the manner preferred by our customers. We try to place our walk-in locations conveniently and to have them open at the hours that work for our customers. We send MDOT MVA teams into a growing number of high schools to facilitate learner permit sign-ups and stay open on weekends when a backlog develops for a particular office's Commercial Driver's License driving test.

We are investing aggressively in building informative websites with advanced capabilities and mobile-tailored sites and apps. Our new MDOTOneStopShop. maryland.gov was designed specifically to make it easier for our customers to get things done, on their schedule. The average percentage of customers who felt MDOT websites meet their needs was 73%, in line with a national

benchmark of 74%. But we won't stop there. Our IT department professionals work hard every day to utilize technology that will enhance our customer's lifestyle.

MDOT's call centers are staffed by trained, knowledgeable personnel that have state-of-the-art voice-response systems who can answer inquiries quickly, leaving our customer service experts ready for the more complex issues some customers face. For example, MDOT MVA enjoys an 87% percent level of customer satisfaction with resolving call inquiries. MDOT is constantly developing new survey vehicles that can capture customer call satisfaction levels for all of its transportation business units to provide detailed data we can use for continuous improvement.

Customer service also means engaging customers through social media – not only to post news quickly, announce a traffic detour or a policy change – but also to hear back from customers about their ideas, complaints, and yes, compliments. We learn as much from our MDOT Facebook and Twitter feeds as we impart news and information updates to our customers.

MDOT partners with the state's universities to improve processes that enhance customer satisfaction:

- ▶ MDOT has been working with the University of Baltimore to develop a standardized annual survey of Marylanders that will be used as the sole record for determining our overall customer satisfaction rating. This survey also will provide information on the friendliness and professionalism of employees, the accuracy and thoroughness of the work, the upkeep of facilities, and the timeliness of the services provided.

Customer service is not a stationary target. As technology advances and customer preferences evolve, customer service must keep pace. That is why MDOT has an array of customer service benchmarks and processes that focus on constantly evaluating and improving our customer service practices.

Now in its second year, MDOT's Excellerator Performance Management System has proven to be a valuable tool in developing and implementing performance measures to deliver results for our customers. Customer service elements are central to much of the MDOT Excellerator program. Every quarter, we review our progress and share our results online for public inspection and within the organization. This allows the more than 10,000 MDOT employees the opportunity to see the impact of the work they do each day.

MDOT transportation business units also actively engage a variety of employee groups and other stakeholders. The MDOT Maryland Port Administration's QCHAT initiative is a forum for all of those involved in the automobile supply chain to gather, communicate, and collaborate to address problems and improve service quality. First launched for automobiles, it now includes different classes of cargo. MDOT MPA also has its Pier Pressure Program for the purpose of increasing involvement and collaboration with workers. It's the men and women working the vessels, including drivers, superintendents, and vessel representatives, who best understand what it takes to achieve continuous improvement at the Port.



It's important to recognize strong customer service among our team.

In addition to the formal customer service recognition efforts each transportation business unit has in place, there are also MDOT-wide recognition programs, culminating with the Secretary's Extra Mile Award, and the Governor's Customer Service Heroes Award.

A key measure of customer service is, of course, customer feedback, and MDOT and its transportation business units are capturing more of this data systematically than ever before. Our work with the University of Baltimore will further strengthen our accountability and transparency in this arena. Overall customer satisfaction with

MDOT in 2016 was 76%, while surveys of customers at MDOT's MVA and MDOT SHA units indicated that 83% agreed that MDOT representatives were professional and respectful during their interactions. We won't stop until we reach 100% across all of MDOT.

Finally, we do not benchmark ourselves at MDOT just against other government transportation agencies; rather, we compare our policies and customer service scores to those of the nation's companies best known for superior customer service. We learn from others to bring some of the best practices in the country to MDOT.

We seek to continuously improve in everything we do, so that we can deliver on our promise to our customers. From our successful BWI Marshall Airport, to our nation-leading Helen Delich Bentley Port of Baltimore; from our E-ZPass express toll lanes to our all new BaltimoreLink transit system; from keeping our state-owned roads in tip top shape; from our state road highway assistance when your car breaks down to our automated vehicle registration; today and every day is customer service day at MDOT.



Detailed FY17 Results

and FY18 Plans

Customer Service Survey Results

A 2016 statewide customer satisfaction survey found Maryland residents had high satisfaction with the most widely-used MDOT services, including:

- ▶ BWI Marshall Airport: 89%
- ▶ Maryland highways 79%
- ▶ Toll services 73%

Our Port of Baltimore is not used by many residents, although many of us probably have cars and other products that were unloaded at the Port. But, among those who have used the always-running Port – perhaps to take a cruise – satisfaction was an overwhelming 93%.

In addition, an overwhelming 84% agree with MDOT’s mission statement, which reads that MDOT is “a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions,” and fully three in every four Marylanders believe MDOT is currently meeting that standard. Clearly, MDOT is coming from a strong position as we work further to improve our customer service.

Status of Customer Service Training

The size of your business doesn’t matter, excellent customer service needs to be at the core, if an enterprise wants to be successful. It is important to treat all customers with the same high level of service whether they are riding our buses, flying out of our airport, broken down on the side of the road, getting an ID or just asking for information about an E-ZPass. The customer will pre-judge MDOT on the first few minutes of interaction, so we need to know all of our staff are well prepared to assess each individual and their interaction with them correctly.

That is why customer service training is now an essential component of work at MDOT. By November 2017, all of our employees will have successfully attended our customer service training, and moving forward, every employee will participate in an annual customer service refresher course to better prepare them for addressing our customers.



89%
BWI Marshall



79%
MD Highways



73%
Toll Services



Customer Inquiry Response Times and Overall Time-to-Resolution

Timeliness of Responding to Customer Inquiries

Customers expect, and deserve, to have timely responses to their inquiries. MDOT strives constantly to speed up customer response times and quality, with considerable success.

MDOT MTA achieves a 95% Info Com customer feedback resolution rate within 5 business days, while MDOT MVA has an 80% on time response rate averaging 3 days. Driver's licenses and identification cards are processed, sorted and mailed in just 4 days or less.

MDOT is constantly working to establish consistent procedures throughout MDOT to ensure tracking and swift resolution of customer all inquiries.

A quick response can be particularly welcome when delivered in a stressful environment. MDOT MAA's Pathfinder volunteers provide immediate assistance to time-pressed customers at BWI Marshall Airport, while MDOT SHA's Emergency Response Teams arrive on scene of a disabled vehicle and its anxious passengers in less than 30 minutes, 90 percent of the time.

This coming year we will continue to enhance our tracking and customer response capabilities until we are the best in the country.

Best Practices

MDOT consistently seeks out best practices that it can share across transportation business units or import from other government agencies and the private sector. One best practice it follows is to be in a state of continuous assessment of and learning from its current operations. Central to this is the MDOT Excellerator Performance Management System, which studies numerous metrics that it reports upon quarterly to create a virtuous cycle of improvements building upon one another. A majority of those measurements are directly measuring customer service.

Among the factors tracked within the program are rates of abandoned calls at MDOT call centers – now down to 7% of calls – and call wait times, which have been falling consistently and significantly since 2014.

MDOT also runs biweekly meetings with call center representatives across MDOT transportation business units to share operational and customer service best practices and address the needs of our call centers.

MDOT will maintain its focus on customer service. Its mandatory customer service training for all employees, which aligns with the Governor's statewide customer service initiative, and its Excellerator program's continuous measurement, analysis and deployment of best practices will keep MDOT centered on providing an exceptional customer experience.

Plans for Improvement

As MDOT confirms best practices, it will aggressively deploy them across all transportation business units.

MDOT MAA, meanwhile, since it only directly controls a small portion of workers employed at BWI Marshall Airport, will engage with the airport's tenants and airlines to develop and implement a set of customer service standards to which the entire airport community can commit.

MDOT is dedicated to finding and implementing the best transportation products and services for the citizens of Maryland. Secretary Rahn is a transportation leader with the vision and expertise to continuously improve MDOT while setting the stage for MDOT transportation initiatives of the future.



Improving the Customer Experience from Multiple Perspectives

Making Agency Services Available Online

Increasingly, the best way to serve customers is to give them an online, on-demand option to conduct their business with the Maryland Department of Transportation from their computer or mobile device. Across MDOT's transportation business units, we are directing energy and resources to provide customers with simple, efficient ways to conduct their business without ever stepping into an MDOT office.

Our new MDOTOneStopShop.maryland.gov has been created specifically to make it easier for the customer to purchase an E-ZPass, register a vehicle, buy or reload a CharmCard (a rechargeable smart fare transit card), and obtain a hauling permit, among other MDOT products. A direct link to all job opportunities at MDOT on the site helps citizens who want to become a part of MDOT's dynamic workforce. Websites like this leverage the unity of MDOT that allows all of MDOT's transportation business units to share best practices and work together to dramatically improve the customer's experience.

Shortly, MDOT MVA will prompt customers completing a vehicle registration renewal if they would like to purchase a Maryland E-ZPass transponder. This promotion of the MDTA's E-ZPass program is just another way MDOT will continue to seek out natural synergies like this among our transportation business units to find better ways to serve customers.

All MDOT transportation business units are adding online capabilities at an aggressive pace. The E-ZPass program already averages more than 175,000 online transactions a month. This figure is likely to grow when the new E-ZPass Maryland mobile-friendly site launches, allowing

customers "E-Z" smartphone access to the EZPassMD.com website.

MDOT MAA has recently launched a new BWI website that is optimized for virtually any device, with customizable navigation and searchable maps. MDOT MTA made its site mobile-friendly this year, with a majority of their transit customers now accessing the site via a mobile device. In addition, all feedback delivered through the website is now integrated directly into the customer relations database to strengthen follow-up delivery and accountability.

Even when a personal visit to an office is needed, MDOT is looking for ways to speed up the transaction. The internet is helping there as well. Customers who are required to complete their driver's license renewal in person at an MDOT MVA location can now begin their renewal application online. This will significantly shorten the amount of time required to finalize the transaction in the branch office. In addition, customers can now make appointments for the time and branch location most convenient to them, and will be seen within 15 minutes of their appointment time.

MDOT SHA, meanwhile, is moving more of its road project work management online including through E-Construction, which will enable contractors to electronically submit all construction documentation and increase the use of mobile devices on our construction projects. In the coming year, MDOT SHA will deploy the GovDelivery.com customer contact system for construction project update notifications via email.



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MDOT's dedication to finding fast, easy and convenient ways for customers to do business with MDOT is at the forefront of every business planning session at MDOT. It continues a long tradition of public service and finding ways that lead to exceptional customer service and connecting customers to life's opportunities.

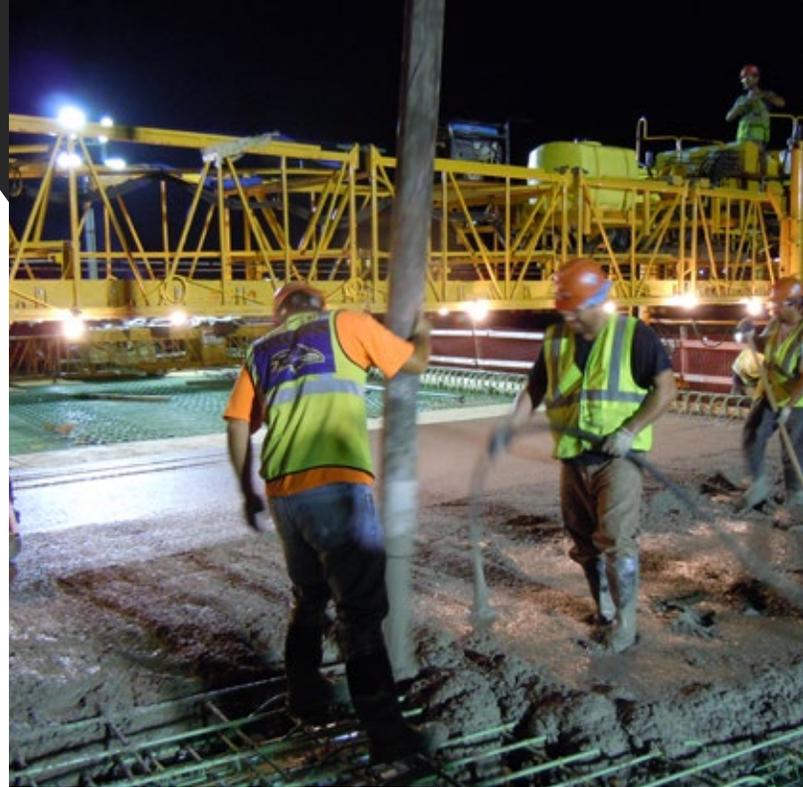
MDOT SHA's 2017 edition of e-Road Ready was transformed this year to achieve a user-friendly and customer-based interactive guide to Maryland road construction project information. In year's past, e-Road Ready was a PDF document. This year, MDOT SHA incorporated the use of the e-GIS platform, which introduced users to an interactive map feature, project information and a real-time congestion map layer so that drivers can make smart travel decisions and avoid delays.

Processing Times for Customer Transactions

MDOT is always looking for ways to speed up and simplify transaction processing for our customers. During this fiscal year, the number of trips taken using a CharmCard to pay for transit fares rose from 2% to 23%. The CharmCard offers numerous improvements in transaction processing over magnetic tickets, including avoiding the mechanical issuing and reading of magnetic tickets, resulting in faster boarding time on buses; protection in cases of lost or stolen fares; and online purchasing convenience.

In the coming year, MDOT MTA will separate its payment processing from WMATA and move all CharmCard transactions to the cloud, resulting in improved processing time, better control of the payment application, faster customer service and easier resolution of payment issues. In addition, the Maryland Transportation Authority (MDTA) is implementing new account modification and waiver guidelines for its E-ZPass operations, which will empower account specialists' to quickly resolve issues and satisfy customers.

MDOT SHA, meanwhile, is saving the trucking industry money and saving truckers time with its award winning state-of-the-art, first-in-the-nation automated truck permit system for state, toll and Baltimore City roads. The new Maryland One System, which eliminates the final vestiges of manual paper processing, has reduced overweight hauling permit processing from days and weeks to minutes and hours, eliminating engineering



fees for those applications passing auto-analysis. Maryland receives nearly 140,000 overweight/oversize permit applications each year, which previously required a time consuming manual engineering review. Currently, 99.1 percent of all applications are issued within 48 hours or less, some within hours of submission. For FY 17 the state has saved \$2,169,840. and industry has saved \$19,570,340.

For select projects in heavily congested areas, MDOT SHA has employed a new construction bidding process by adding criteria that considers not only the cost of a project, but also the amount of time required for its completion. This has resulted in bids that will limit the duration of construction and impacts on traffic and area businesses.

Another important enhancement to MDOT SHA's construction process is electronic bidding. The e-bidding system provides cost savings to contract bidders and the State. The contracting community will save on printing and delivery costs, estimated collectively to be \$800,000 per year. The system will limit math errors through automation and reduce the possibility of missing a bid opportunity because of past hand-delivery requirements. For MDOT SHA, e-bidding will save time and money, up to \$68,000 per year for data entry, and speed up publishing results by a full five days. The improved system reduces time for project delivery by reducing procurement timeframes.

Adjusting Hours to Meet Customer Demands

As we continue to move functions online to give our customers 24-hour access, MDOT and its transportation business units are adjusting operating hours to accommodate customers' varied schedules. While we can't operate every transportation business unit the way MDOT MPA operates - the Port of Baltimore is open for business 24 hours a day, 365 days a year - we are always looking for ways to increase convenience and efficiency for our customers.

For MDOT MVA, this meant extending call center hours of operation in FY17 by one hour. In addition, there are times when appointment lead time for Commercial Driver's License (CDL) driving tests exceeds an acceptable threshold at a particular branch location. In response, MDOT MVA will extend hours and complete multiple CDL driving tests over a weekend to ensure customers receive timely service.

We have also expanded the High School Testing Program over the past year. MDOT MVA employees offer the Driver's Law test at participating high schools during weekends, or after school. The students who pass the test (the program has a pass rate of 76%)

are then provided an expedited ticket to come to a branch office to complete their Learner's Permit process. The program has grown to include 19 high schools in 8 counties.

At MDOT SHA, citizens can report roadway issues using the online Customer Care Management System, available 24/7. Citizens are provided a tracking service request number and can check the status at any time. In FY17, MDOT SHA received 22,972 service requests.

MDTA, meanwhile, operates its customer service call center at 1-888-321-6824 for 11 hours per day, from 7 a.m. - 6 p.m.; and MDOT SHA's CHART Emergency Response Team operates 24/7 to handle customer incidents on our roadways.

The Transit Information Contact Center (TICC) run by MDOT MTA received more than 1.3 million calls over the past year. Nearly one million calls were handled by the automated Interactive Voice Response system, while more than 300,000 callers chose to be assisted by a live agent. Of these callers, nearly one in five waited no more than two minutes, while 58% waited for 20 seconds or less. Every quarter we will focus on improving the wait time for our customers regardless of where they try to reach us. It is all part of our commitment to delivering exceptional customer service.



Social Media Usage to Improve the Customer Experience

Social media offers MDOT powerful avenues to disseminate important information directly to our customers, and to have direct conversations with them. Each of our transportation business units is expanding its social media reach, primarily through Facebook and Twitter, but also using other platforms where appropriate.

In FY17, MDTA utilized Twitter and Facebook through photos, news items and videos to provide motorists with tools to help navigate Maryland's toll roads. The Authority's Twitter account surpassed 20,000 followers and its Facebook account now has more than 27,000 "likes." In FY18, MDTA will continue to use social media for a two-way engagement platform for our customers and explore new avenues to provide the best customer service experience possible.

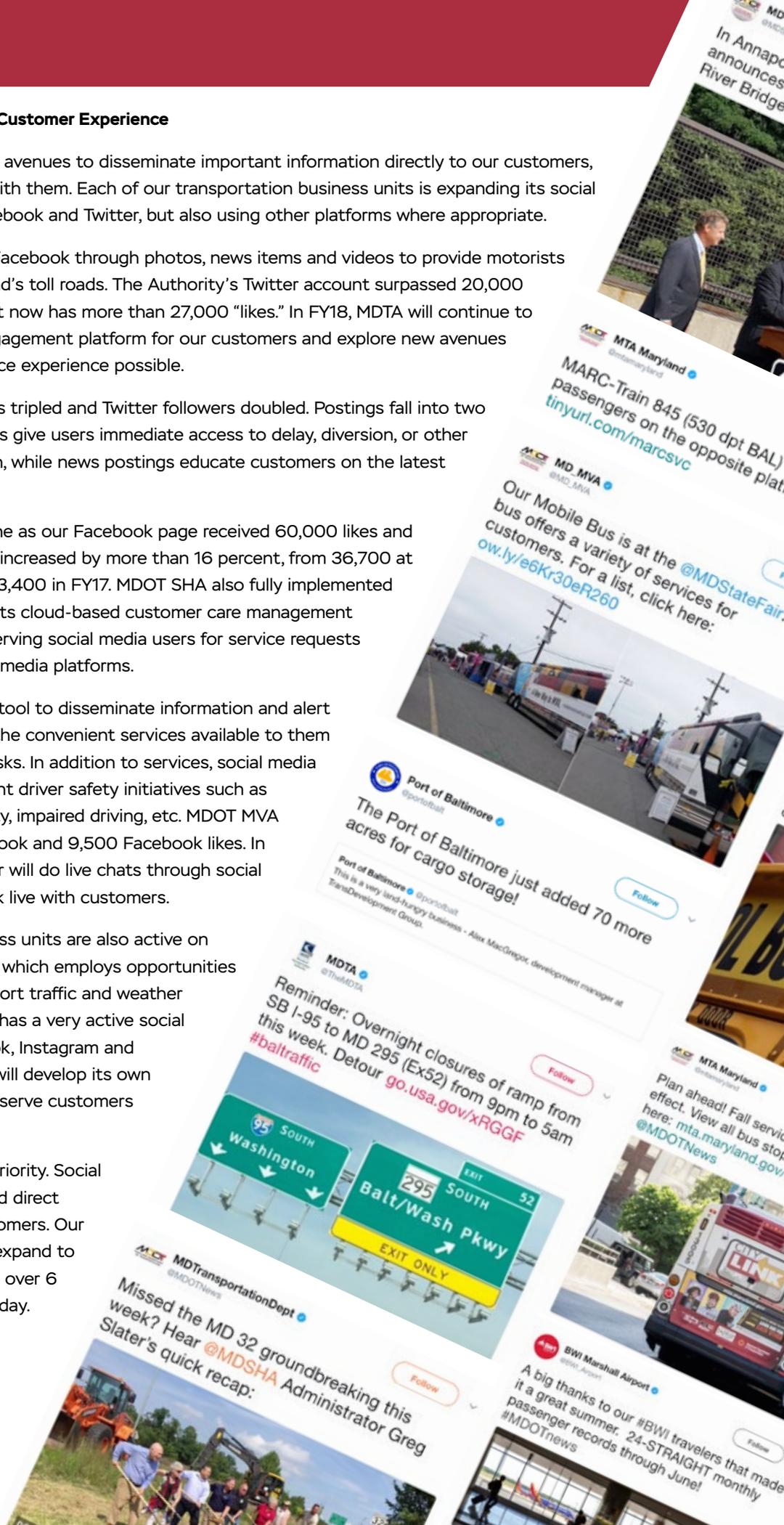
In FY17, MDOT MTA's Facebook fans tripled and Twitter followers doubled. Postings fall into two main categories: advisory messages give users immediate access to delay, diversion, or other travel data in near real-time fashion, while news postings educate customers on the latest happenings with the agency.

MDOT SHA reached a new milestone as our Facebook page received 60,000 likes and 60,700 fans. Twitter followers also increased by more than 16 percent, from 36,700 at the close of the previous year to 43,400 in FY17. MDOT SHA also fully implemented several social media accounts and its cloud-based customer care management system interface – engaging and serving social media users for service requests while they remain within the social media platforms.

MDOT MVA uses social media as a tool to disseminate information and alert customers of new law changes or the convenient services available to them such as using VEIP self-service kiosks. In addition to services, social media is also used to post about important driver safety initiatives such as distracted driving, motorcycle safety, impaired driving, etc. MDOT MVA has over 5,000 followers on Facebook and 9,500 Facebook likes. In FY18, the MDOT MVA Administrator will do live chats through social media to answer questions and talk live with customers.

Other MDOT transportation business units are also active on social media, including MDOT MAA, which employs opportunities for regular content updates on airport traffic and weather conditions; and MDOT MPA, which has a very active social media program on Twitter, Facebook, Instagram and YouTube. In FY18, Cruise Maryland will develop its own Twitter and Instagram accounts to serve customers more effectively.

At MDOT, social media has a high priority. Social media platforms provide instant and direct communication access to our customers. Our future social media endeavors will expand to provide transportation solutions to over 6 million residents in Maryland every day.





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