



**Maryland Emergency Management Agency  
Customer Service Annual Report  
2018**

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## FY18 Highlights

- Developed internal Customer Refresher Service Training curriculum and delivered training sessions to staff
- Improved the usage of social media to help get the word out about services, events, and news to provide citizens and businesses with information important to them
- Updated online publications, forms, FAQs, and pertinent information on our website so that citizens and businesses can find relevant information quickly and accurately
- Recognized top performers in our agency for professionalism and courtesy, responsiveness in resolving a customer's needs, and for innovations that improve customer service
- Monitored and analyzed customer service survey results in order to continuously improve customer service
- Conducted customer service committee meetings to discuss progress on achieving customer service goals
- Developed a new hurricane awareness campaign
- Focused on more accessible social media to better service Marylanders with disabilities
- Attended 22 local outreach events to support our local, state, and federal preparedness partners in FY17; that attendance number increased to 30 events in FY18
- New hurricane evacuation campaign launched called "Know Your Zone," utilizing a new color-coded interactive map to determine which storm evacuation zone a person lives in based upon street address
- Created a Homeless Preparedness Workbook for local, state, and federal partners to use for homeless populations – Presented to FEMA Region 3
- Created a Citizen's Emergency Response Team coordinator position

## Recognition Given to Employees

The Maryland Emergency Management Agency (MEMA) has maintained the Executive Director's ABC Award. This award is given to MEMA employees who go Above and Beyond the Call of duty each day to provide the following:

- Activities that have an impact on the work place
- Helpful services to others both in and out of the agency
- Go "above and beyond" while showing initiative
- Consistently display outstanding personal qualities

Employees are nominated for the ABC award by their co-workers. Each quarter, Executive Director Strickland rates the nominations and selects a winner who receives the following:

- Award presentation at the monthly all-staff meeting
- Lunch with the Executive Director
- Parking in the designated "Employee Parking" spot for the quarter

The 2018 first and second quarter award winners Kristi Metzger and Jessica Nusbaum are pictured and the justification for each their awards are listed on the next two pages.

## ABC First Quarter Award Winner



Maryland Emergency Management Agency (MEMA) ✓

Published by Mema Jic [?] · March 13 · 🌐

Congrats to Kristi Metzger in Human Resources for winning this quarter's Above and Beyond the Call of Duty Director's Award. Way to go Kristi and thank you for all you do for us! #WomensHistoryMonth #WomenInEM

This picture was sent out to MEMA's social media platforms. This example is from MEMA's Facebook Page. Pictured in this photos is MEMA Executive Director Strickland (Left) and Kristi Metzger (Right).

Kristi Metzger  
HR Officer III, Administration Mission Support

- Going above and beyond what is expected to ensure that the job is done to the best of your ability
- Being available to answer any questions or resolve any issues
- Going the extra mile to ensure that people are taken care of



## ABC Second Quarter Award Winner



**Maryland Emergency Management Agency (MEMA)** is 🏆  
celebrating success.

Published by Emily Allen [?] · August 15 at 10:55 AM · 🌐

Congratulations to Jessica Nusbaum our Community Preparedness Coordinator and Individual Assistance Officer!

Jessica has won this quarter's Above and Beyond the Call of Duty Director's Award. Thank you for everything you do to serve us and Maryland before, during, and after emergencies.



This picture was sent out to MEMA's social media platforms. This example is from MEMA's Facebook Page. Pictured in this photos is MEMA Executive Director Strickland (Left) and Jessica Nusbaum (Right).

Jessica Nusbaum

Community Preparedness Coordinator Individual Assistance Officer

- For always being willing to "step up to the plate" and help others
- Supporting Maryland's local partners before, during, and after an emergency
- Showing initiative in developing engaging and innovative preparedness products

## Maryland Military 2018 employee recognition ceremony



This picture was sent out to MEMA's social media platforms.

### Team spirit group award winners

#### MEMA external Outreach Branch

- Emily Allen (left)
- Jessica Nusbaum (second from the left)
- Tasha McNutt (third from the left)
- Charissa Cooper (second from the right)
- Edward McDonough (right)





This picture was sent out to MEMA's social media platforms.

Team spirit group award

Information Technology

- Eric White (left)



This picture was sent out to MEMA's social media platforms.

Notable employee award

- Janet Moncrieffe (third from the left)

### Administrative appreciation award winner

- Robert Thomas Jr. (Not Pictured)



This picture was sent out to MEMA's social media platforms.

### The Adjutant General's Award of Excellence

- Winner: Kyle Overly (second from the left)
- *Nominated:* Marcia Deppen (Not pictured)



This picture was sent out to MEMA's social media platforms.

### Years of Service Awards

- 10 years: John Dulina (not pictured)
- 20 years: Edward McDonough (left)





This picture and the caption below was sent out to MEMA's social media platforms.

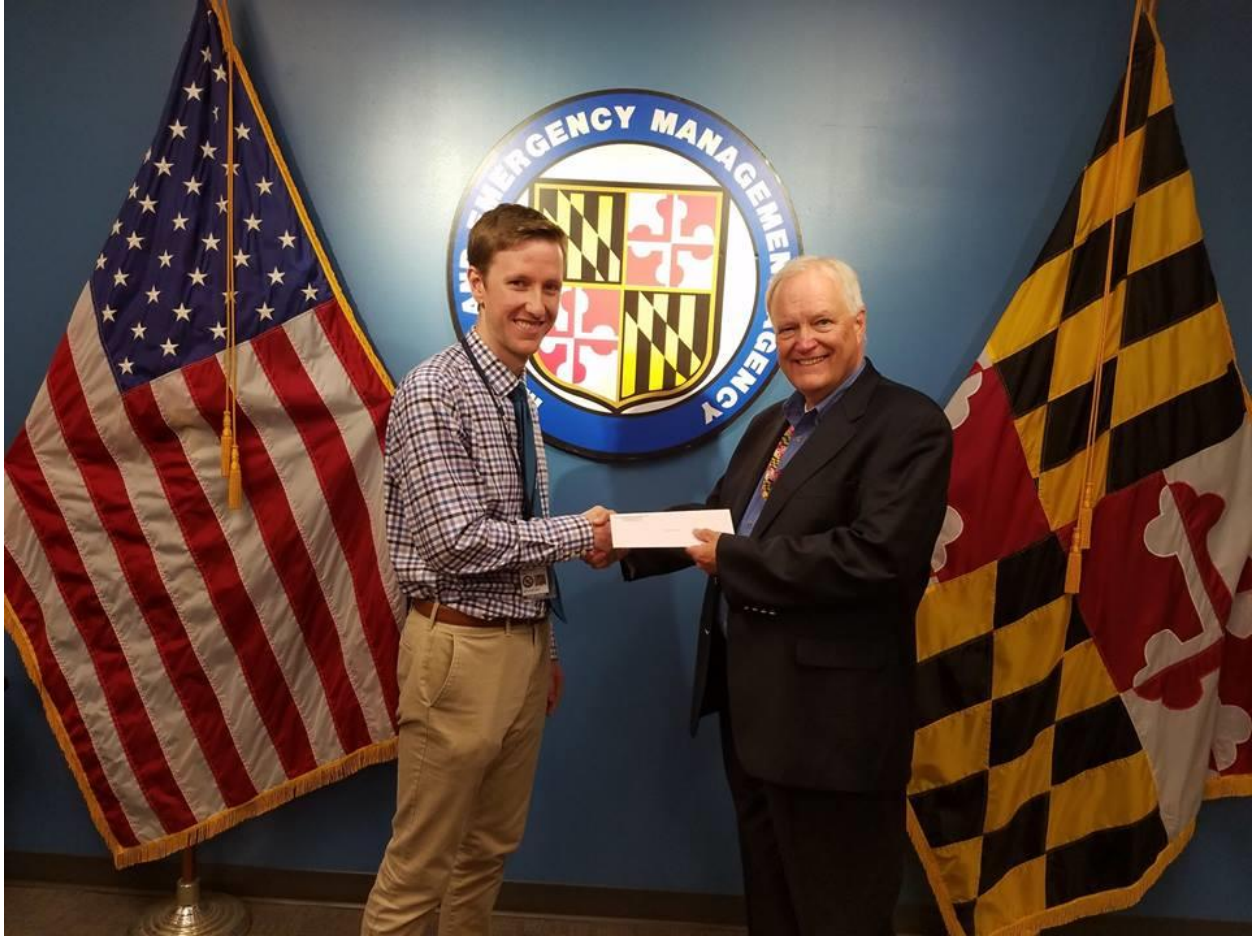
Tasha McNutt (right) was awarded a Governor's Citation "in recognition of her commendable efforts to provide exceptional customer service as an External Outreach Specialist at MEMA in appreciation of her commitment to quality and the ability to enthusiastically engage with partners and the community promoting a culture of teamwork within the agency."



This picture and the caption below was sent out to MEMA's social media platforms.

Since 2015, Maryland State Police Special Asst. Patrick Eckrich (center) has been working alongside Sgt. Travis Nelson here at MEMA. We had the honor of recognizing his high level of professionalism, expertise, and integrity demonstrated in the more than 2,000 hours of volunteer service with a Governor's citation!





This picture and the caption below was sent out to MEMA's social media platforms.

Kirby McMahon (left) interned w/ the Disaster Risk Reduction Directorate for the 2018 summer season. He graduates in May 2019 w/ a concentration in Homeland Security & Crisis Management. Executive Director Strickland congratulates him with a Maryland Emergency Management Agency challenge coin.

## Leadership Analysis of FY18 and Summary of FY19 Approach

The customer service mission of the Maryland Emergency Management Agency is to actively engage with customers in providing consistent, accessible information and support before, during, and after emergencies. MEMA's customers span a broad range, from other state agencies and federal and local emergency management partners to community stakeholders, private businesses, and everyday citizens. Given this broad customer base and mission, MEMA delivers a diversity of services and functions.

Following Governor Hogan's Customer Service Initiative announcement, the customer service committee was established and is currently maintained at MEMA to ensure that the agency was delivering exceptional customer service, both internally and externally. The committee developed and continues to review the MEMA Customer Service Plan and training curriculum for all staff, based on the following core goals:

- Clear and accessible information, prompt response, and active engagement in delivery of all services
- Promoting effective communication, relationship building, and problem-solving through staff Customer Service Training
- Cultivating a culture of customer service within the agency

In 2017, all MEMA employees (on record), including leadership, completed their customer service training as of July 2017. The customer service committee continues to meet on a regular basis to review customer service survey results, identify/address areas for improvement, and discuss potential initiatives to enhance customer service within the agency moving forward.

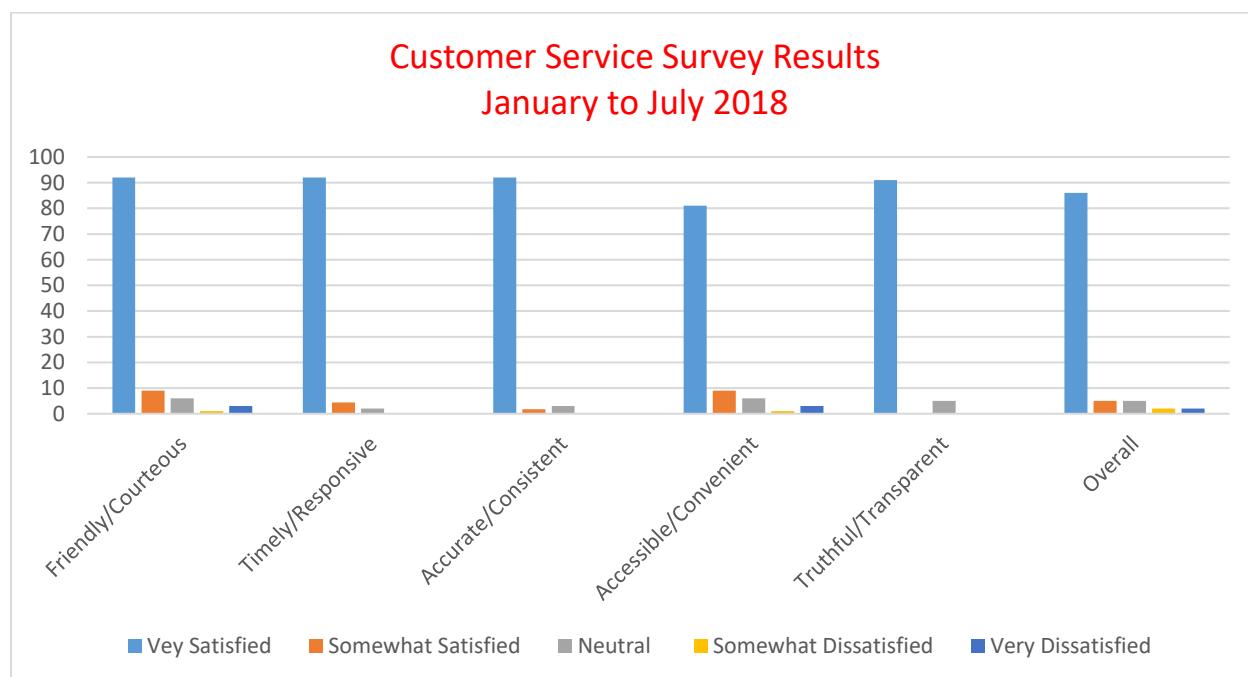
The committee undertook developing the Maryland Emergency Management Agency Customer Service Excellence Award, a new award program to recognize employees who exemplify exceptional customer service. Under this program, employees who were identified in the survey or by management and meet certain criteria would have been awarded in various manners. In addition to the internal recognition and awards given, each MEMA employee who won the agency award would also be considered for the submission to Governor Hogan's Customer Service Hero Award.

However, the Customer Service Committee later expressed that "Maryland Emergency Management Agency Customer Service Excellence Award" should be included within the current ABC Award structure, and not as a separate award.

## Detailed FY18 Results and FY19 Plans

## Voice of the Customer – Survey Results

Upon review of the customer service survey for MEMA from January to July 2018, the customer service ratings reflect the following, from at least 180 responses received:



MEMA continues to move forward with the goal in mind that there is always room for improvement, the predominately favorable survey results indicate that MEMA is on target for providing excellent customer service. In instances of less than favorable ratings, prompt efforts were made to reach out to the customer and address/correct the issue. Goals to continue and enhance exceptional customer service in 2018 are as follows:

- Monitor observable employee customer service performance and take corrective actions to facilitate improved performance where needed
- Track survey responses and reach out to customers whose ratings were less than "very satisfied"
- Utilize performance data to assist in data-based customer service planning and decision-making
- Deliver refresher training to all staff members to address and improve performance gaps

## Customer Service Training

After the launching of the Customer Service Initiative by Governor Hogan in 2016, the mission of the customer service team at MEMA was to have all staff members trained prior to June 2017, and to ensure that new staff members were trained within 4-6 weeks of hire. The customer service team began developing an agency specific training curriculum shortly after the Governor's announcement and started delivering training to the staff in December. As of July 2017, all MEMA staff members (including new hires) have received Customer Service training.

The 2018 focus has been providing customer service refresher training for staff who were customer service trained in 2017, and in the absence of exigent circumstances, providing customer service training to newly hired persons within 30 days of them being hired.

- 80 % of staff have received customer service refresher training
- 72 % of newly hired staff have received the mandated customer service training

Below is a snapshot of the Customer Service Satisfaction:



## Customer Inquiry Response Times and Overall Time-to-Resolution

### Customer Contact Centers

The Maryland Joint Operations Center (MJOC) serves as a communications hub for emergency responders and alerts decision-makers in Maryland when a situation warrants. Listed below is a synopsis of the annual call numbers for alerts, phone calls received, and call taking services for 2017

- **Maryland Department of the Environment:** 1,327 calls
- **Office of the State Fire Marshal:** 1,160 calls
- **Maryland Occupational Safety and Health & Maryland Department of Labor, Licensing & Regulation:** 506 calls
  - **New record!** Represents a 10% increase from 2016
- **Baltimore City Environmental Police Department:** 237 calls
  - **New record!** Represents a 27% increase from 2016
- **Phones:** 9,967 calls
- **MJOC Alerts:** 4,291 messages

### Timeliness of Responding to Customer Inquiries

In 2015, Facebook updated their platform to include a response rate rating whenever a Facebook social media account sends a private message to a verified Facebook page. MEMA's continues to be ranked, "very responsive" as a result of responding to 90% of messages in less than 5 minutes. MEMA's Facebook page response rating can be viewed by everyone and is displayed publicly to visitors alongside a green messages icon right below the Cover photo on the left-hand side of the screen. MEMA will continue to strive and maintain this "very responsive" rating for FY19.

### Best Practices

As survey results indicate 92% very satisfied - the timely response to customer inquiries has been fairly consistent. Promising practices included the following:

- Following up to email and telephonic service requests in a reasonable amount of time (within 24 hours where possible)
- Providing the customer with periodic status updates regarding the service delivery process and anticipated service delays
- Following up within 24-48 hours of notification of service gaps identified through the customer service survey (especially less than satisfied customers)



## Plans for Improvement

Plans for improvement in FY19 include continued review and evaluation of the service delivery processes and practices, to ensure that our service is best meeting the needs of our customers. Improving the Customer Experience from Multiple Perspectives.

MEMA is currently undergoing a rebranding process to better serve our internal staff, local, state, and federal partners. A new External Outreach Branch Manager has been hired, and in addition to daily tasks, he is also spearheading a rebranding committee comprised of staff members within MEMA from various branches. The group will have a new branding plan at the end of FY18 and will be launched in FY19. The new brand will continue to focus on the services MEMA provides to its customers: everyone in Maryland. The new brand will also include a website update as was the original plan back in FY17.

Improving the Customer Experience from Multiple Perspectives

Making Agency Services Available Online

The Maryland Emergency Management Agency interacts virtually with customers through both the agency website and social media platforms. The MEMA website can be translated into numerous languages and can be accessed by those with disabilities or special needs. In addition to connecting with customers on social media platforms, the MEMA website provides customers with access to the following services and information:

- Learning Management System (LMS), for information and registration to all MEMA coordinated, sponsored and/or led training and exercises throughout the state
- Electronic Grants Management System for Sub Grantees of Homeland Security and Emergency Management awards
- Information and resources for the Public and Individual Assistance programs
- Information and access to the Private Sector Integration Program for business community partners
- OSPREY (Operational and Situational Preparedness for Responding to an Emergency), a suite of public facing applications for situational awareness including:
  - OSPREY Public: interactive map providing information about current conditions; includes ability to view specific data such as hurricane tracks, traffic conditions, flood prone areas and medical facilities
  - OSPREY Dashboard: color-coded table providing the status of power outages, weather, traffic, hospitals and shelters
  - OSPREY Power Outage: map and chart displaying power outage information using data provided by utility websites every 30 minutes

### Processing Times for Customer Transactions

MEMA's primary functions are communication, coordination, and support. While attempting to capture these functions in a formal tracking system to assess processing times is impracticable, the agency regularly holds forums and meetings with its partners to provide an opportunity for feedback and improvement of its services. Some examples of forums for feedback include:

- The Governor's Emergency Management Advisory Council
- Monthly calls and quarterly meetings with local Emergency Managers
- Debriefings with staff and partners following exercises and activations to identify best practices and areas for improvement

Two process change initiatives currently in development that have stemmed from collaboration with and feedback from partners are the Maryland Emergency Management System and the Maryland Swift water/Flood Search & Rescue Response System.

### Adjusting Hours to Meet Customer Demands

In addition to the many services MEMA provides to local and State partners during regular operating hours, during emergencies MEMA personnel shift to staffing 24/7 functions within the State Emergency Operations Center (SEOC). These activations generally run 12-hour operational periods and may last hours, days, weeks, and sometimes months.

For example, MEMA activated and staffed the State Emergency Operations Center to support Maryland Counties in response to the extensive flooding throughout the State this summer. During these activations, MEMA led the coordination of recovery activities between County and State departments/agencies involved in providing support and services, including the following:

- Maryland Department of Planning
- Maryland Insurance Administration
- Department of General Services
- Department of Mental Health and Hygiene
- Department of Commerce
- Department of Transportation
- Department of Human Resources
- Department of Disabilities

Additionally, several MEMA staff members provided staffing support on location at County Emergency Operations Centers throughout the duration of the activation.

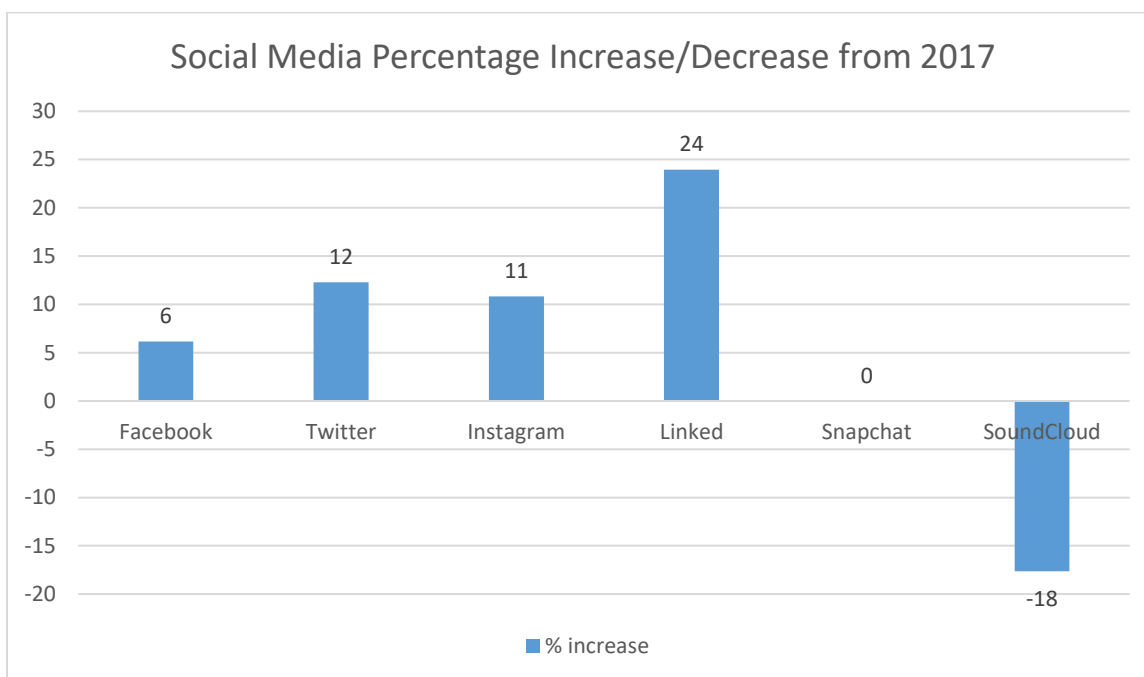
Another key element of MEMA is the Maryland Joint Operations Center (MJOC), which is the state's primary situational awareness, alert, warning, and notification center.

The MJOC is operated around-the-clock by National Guard and emergency management professionals, providing a 24/7 conduit for information gathering and situational awareness during normal, day-to-day operations, as well as supplementing situational awareness activities within the SEOC during periods of heightened activity.

### Social Media Usage to Improve the Customer Experience

Information sharing is one of MEMA's primary missions and the agency continues to engage and grow year in social media outreach and interaction. The agency acknowledges that customers who choose to follow them on these social media channels have a need for effective communication and preparation before, during, and after an emergency. MEMA is currently active on the following platforms, catering to variety of demographics:

- Facebook (71,353 followers)
- Twitter (38,885 followers)
- Instagram (1,368 followers)
- LinkedIn (1,482 followers)
- Snap Chat (106 followers)
- SoundCloud (17 followers)



In addition to these social media platforms, MEMA continues to send out messaging through the Nextdoor network, a private social network for neighborhoods. Each Maryland neighborhood has its own private Nextdoor neighborhood website, accessible only to verified residents of that neighborhood. This partnership with Nextdoor gives MEMA the ability to target communications by geography, such as regions or flood zones, allowing the agency to connect with communities and share timely preparedness and alert information directly with residents who need it.

**Residents in the 21060, 21225, & 21226 zip codes please shelter-in-place**

Digital Engagement Coordinator Emily Allen from [Maryland Emergency Management Agency](#) · 18 Sep

Sent on behalf of the City of Baltimore Mayor's Office of Emergency Management:

\*\*\*UPDATE: ALL CLEAR. Situation in Curtis Bay has been resolved. Shelter in place is lifted as of 1:30pm



Due to chemical leak, SHELTER IN PLACE ordered for 1 mile radius of 3400 Fairfield Rd, Curtis Bay, included 21060 21225 21226. Map image included.

Follow [@BaltimoreOEM](#) on Facebook and Twitter for more information and updates.  
[facebook.com/BaltimoreOEM](#)  
[twitter.com/BaltimoreOEM](#)

The screen shot above is from a post that was sent to MEMA's Nextdoor account.

Within the last year, over 15 messages have been sent through this platform. Messages range from press releases, alert testing, preparedness surveys, and one shelter-in-place emergency alert sent on behalf of a local emergency office. Customers on the Nextdoor platform have been overwhelmingly supportive and thankful for MEMA's presence on the platform.

More local and state agencies are starting to take interest and use the Nextdoor platform because of the best practices and strategy MEMA has used in FY18. MEMA will continue to use and evaluate the effectiveness and engagement rate of all social media platforms as the agency moves forward.

Finally, last year MEMA worked with the Maryland Department of Disabilities to ensure its social media platforms met the needs of those with disabilities and access and functional needs. The two agencies have been working together to identify and address existing accessibility gaps and presented on their process and findings at the 2017 National Government Social Media Conference. The agency is continuing to move forward with this effort by providing "How To" webinars for local and state agencies looking to gain experience with accessible social media. Larger private companies such as Facebook, Twitter, and Hootsuite have or are looking to change their platform to better address this need. The two agencies have provided presentations to Hootsuite directly and the company is looking to change their platform and create a way for all United States government agencies to create accessible posts in their next quarter because of MEMA and DoD's presentation.

Below is an example of a campaign press release.

*FOR IMMEDIATE RELEASE*

**MARYLAND LAUNCHES “*KNOW YOUR ZONE*”  
HURRICANE PREPAREDNESS CAMPAIGN**

*Program Designed to Ease Evacuation in Areas Subject to Tidal Floods, Surge*

**REISTERSTOWN, Md. (June 14, 2018)** — With the record-setting 2017 hurricane season still fresh in most American’s minds, the Maryland Emergency Management Agency (MEMA), in conjunction with local emergency managers, is rolling out a new hurricane and severe weather evacuation system as a result of the Maryland hurricane evacuation study which concluded earlier this year. The study identified 3 large areas in Maryland subject to tidal flooding. [Know Your Zone](#) aims to bring awareness of the evacuation zones to the forefront of Marylanders’ summer plans and make evacuation notices easier to disseminate.

The National Oceanic and Atmospheric Administration recently released its forecast for the upcoming season and predicted near- to above-normal activity. However, it only takes one storm hitting the mid-Atlantic area to seriously affect Maryland.

"As experts are forecasting an active Hurricane season this year, I strongly encourage all Marylanders to be proactive, prepared, and to ***Know Your Zone***," said Governor Hogan. "We are all too familiar with the devastating impacts of severe weather and flooding, so remain vigilant, spread the word to your friends, family, neighbors and let them know about the importance of this potentially life-saving initiative."

Residents of and visitors to Maryland are encouraged to visit the new interactive ***Know Your Zone*** web page, [www.KnowYourZoneMd.com](http://www.KnowYourZoneMd.com), where they can learn more about the project. On that page, you can type in an address and quickly find out what zone, if any, the property is located in.

The first year of the program will encourage Maryland residents to know the evacuation zone of their residence, business or vacation site. The zones are designated by letters **A**, **B** and **C**.

Zone **A** areas are the most likely to be impacted by severe flooding in the event of a major storm or hurricane. In future years, the program will focus on refining evacuation routes away from the affected areas. "Proper and timely messaging for evacuations saves lives," said MEMA Executive Director Russell Strickland. "This new system is designed to make it easier for local emergency managers to evacuate areas by encouraging Marylanders to ***Know Your Zone*** before a storm hits."



The three evacuation zones only affect areas subject to tidal flooding or storm surge – communities at or near the Atlantic Ocean, the Coastal Bays, and the Chesapeake Bay and its tributaries. That covers 16 Maryland counties along with Annapolis, Baltimore City and Ocean City.

“Hurricane Sandy in 2012 was a wake-up call for the mid-Atlantic region; it could have been Maryland,” said Strickland. “Working with local and federal partners, and using technology that until recently was not available, we studied updated flooding and surge patterns caused by more powerful storms to develop these new evacuation plans.”

If local officials feel an evacuation is needed to protect lives, they will issue the order by zones instead of having to define specific geographic areas. This program is similar to one rolled out last year in neighboring Virginia.

The Atlantic hurricane season runs from June to November. [Hurricanes](#) can cause strong winds, heavy rain, inland flooding and other severe weather, but residents in Maryland can be prepared by ensuring they know how to receive a warning, have a plan, practice safety tips and know their evacuation zone.

It is important to remember Maryland can see hurricanes and impacts from a storm hundreds of miles away. Hurricanes can produce 150-plus miles per hour winds, tornadoes and tremendous flooding from both tidal surges as well as torrential rain

Residents can also take the following actions to remain safe:

- Build an [emergency supply kit](#) and develop a family emergency and communications plan.
- Stay tuned to trusted sources such as the National Weather Service and local broadcasters for official weather information.
- Follow instructions and advice given by emergency officials, especially instructions related to evacuation.
- During severe weather, stay indoors away from windows, close all interior doors, and brace external doors. If you live near the shore or coast, expect the storm tide will inundate your home.
- Monitor NWS flood warnings for your area and be prepared to seek higher ground. Flooding is often our biggest threat.
- Fill a bathtub or other large container with water for sanitary purposes such as cleaning and flushing toilets.
- Charge electronic devices before bad weather hits and consider keeping a charger in your car.

Additional preparedness information can be found on MEMA’s website at [mema.maryland.gov](http://mema.maryland.gov). Residents can also download the free MARYLAND Prepares mobile app at [mema.maryland.gov/Pages/mdprepares.aspx](http://mema.maryland.gov/Pages/mdprepares.aspx).

**“Good, better, best.  
Never let it rest.  
Until your good gets to be better  
and your better gets to be best.”**