

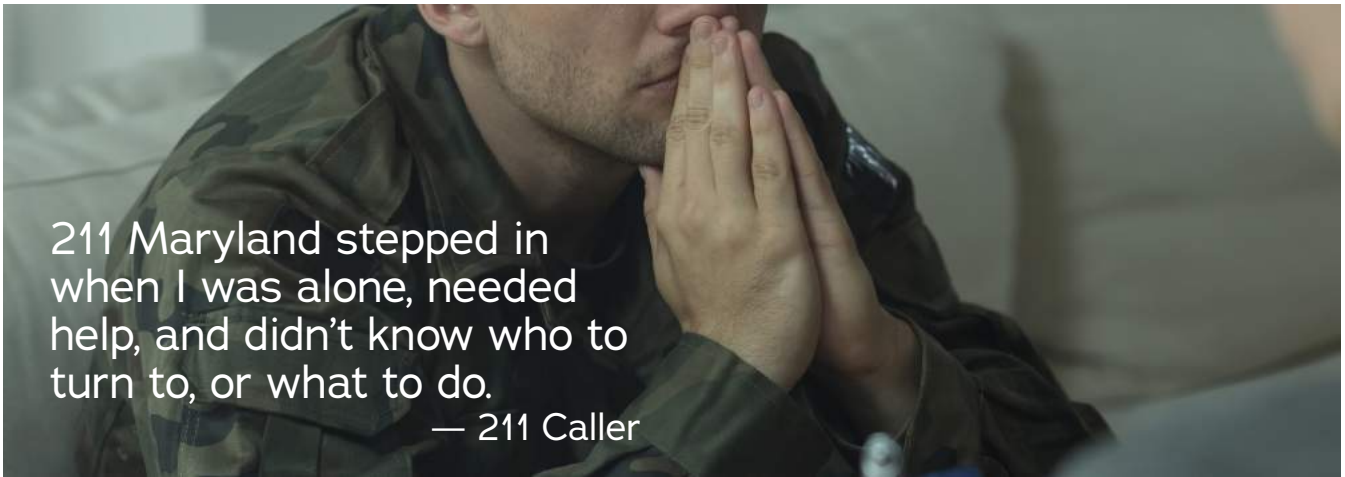


Empowering Individuals and Communities to Thrive

211 MARYLAND ANNUAL REPORT 2020

2·1·1

MARYLAND, INC.



211 Maryland stepped in when I was alone, needed help, and didn't know who to turn to, or what to do.

— 211 Caller

OUR PARTNERSHIP WITH 211-MD HAS ALLOWED US TO REACH FOLKS who prefer text communications for alerts and updates. It complements our whole community approach to communications. With 211-MD we have had a solid partner that has helped us broaden the reach of our public communications. Whether it is a planned awareness campaign, or whether it is an emergency that necessitates immediate alerts and notices sent to Maryland residents, 211-MD has been there when we have needed them. Recently, we have expanded our distribution list to include a Spanish opt-in text program. Having the ability to text MdReady and MdListo to 898211, MEMA has been able to reach folks we otherwise could not”.

Jorge Eduardo Castillo, MBA
MD COVID-19 Joint Information Center
Maryland Emergency Management Agency

2-1-1 MARYLAND HAS SHOWN EXTRAORDINARY FLEXIBILITY, LEADERSHIP AND COLLABORATION throughout the entire duration of this nationwide COVID-19 emergency. Their leadership staff, operational coordinators, call specialists, and all staff in between have shown a remarkable ability to adapt to changes in referral programs and set-up brand new programs without issue. When faced with the difficulties imposed by COVID-19, they met every challenge to provide callers with excellent customer service as part of the statewide feeding program.”

Bethany Brown, Assistant Chief
Division of Administrative Operations
Office of Emergency Operations
Maryland Department of Human Services



MARYLAND, INC.

The Maryland Information Network, 2-1-1 Maryland, Inc.
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December 2020

The Honorable Larry Hogan, Governor State House
100 State Circle
Annapolis, Maryland 21401

The Honorable Bill Ferguson, President
Senate of Maryland
State House, H-107
Annapolis MD 21401

The Honorable Adrienne A. Jones, Speaker
Maryland House of Delegates
State House, H-101
Annapolis MD 21401

Re: Report Required by Health General Article § 24-1205(b) (MSAR # 8221)

211 Maryland is proud to submit its annual report on the provision of services and our recommendations for 2022. 211 Maryland has continued to be a powerful resource for help and hope in communities. In FY20, 211 call centers responded to more than 405,000 calls and connected people in need to more than 7,000 private non-profit and public health and human service programs. Our call specialists made hundreds of thousands of connections to local resources. Whether it was by phone, chat or online, Marylanders were connected to the support they needed.

When the COVID-19 pandemic struck Maryland, the value of 211 became even more clear. We served as a First Responder, providing direct connection to services for Marylanders' COVID-related needs. Within the first three months of the pandemic, over 40,000 Marylanders were connected to services through 211. Throughout the pandemic, 211 has been a critical partner to MEMA, law enforcement and other disaster relief agencies by utilizing texting and other technology to guide Marylanders to the emergency resources they needed.

Thousands of Marylanders who have been adversely affected by the pandemic — whether by lost income or from other concerns such as a mental health/substance use crisis — continue to rely on 211 Maryland for ongoing support. These challenging circumstances require us to work together to ensure the 211 system can continue to respond to the crisis and handle health and human service calls on behalf of Maryland state, county and city agencies.

The 211 Maryland Board of Directors (BoD) recommends the state fund the 211 Maryland System with the appropriate level of funding as outlined in the completed cost analysis report (page 10) to fully support a statewide hotline in Maryland. The BoD has continued to ensure 211 Maryland is a reliable partner that is improving access to services for our most vulnerable populations.

This report provides a current snapshot of 211 Maryland, as well as the challenges and opportunities that lie ahead as we continue to work towards establishing a more efficient and effective statewide system.

Sincerely,

A handwritten signature in black ink that reads "Quinton Askew". The signature is written in a cursive style with a large, looping initial "Q".

Quinton Askew
President/CEO, 211 Maryland

FROM THE DESK OF THE
Board Chair



2020 has been a year like no other. The pandemic has upended lives and livelihoods, leading greater numbers of people throughout the state to rely on community resources for food, health care, and other services.

Through it all, 211 Maryland has been there... as the trusted resource State Government utilized to get information to Maryland residents... as a caring resource for the thousands of people who have turned to us for assistance connecting to the services and information they need... and as a collaborative partner with other organizations to develop new and expanded community solutions.

At all levels, 211 Maryland has stepped up during these unprecedented times. The Board of Directors not only expanded in size but has been strategically engaged in addressing both our current challenges and future opportunities. Staff leadership has worked tirelessly to achieve our vision by strengthening our operations and creating valuable new partnerships. And call center staff, the unsung heroes on the frontlines of our system, have handled our increased call volume with compassion and professionalism.

We are all looking forward to the day the pandemic will end. When it does, 211 Maryland will continue to do what it does best: connect our callers to the resources they need; work with our community partners to accomplish extraordinary outcomes for Marylanders; and, live up to the trust placed in us by our funders, partners and the public.

Sincerely,

A handwritten signature in blue ink that reads 'Lois K. Mikkala'.

Lois K. Mikkala, Chair
211 Maryland Board of Directors

Leadership: Board Members



Lois Mikkala
Chair
LKM Consulting



Thomas Laskowski
Vice Chair
Co-Founder and CEO Byestone AI Corp



Toni Gianforti
Secretary
Community Volunteer



Michael Malloy
Treasurer
Community Volunteer



Janice L. Williams
Janice Williams Consultations, LLC



Shelly L. Brown, Esq.
Partner,
Neighbors & Brown



Beth Everett
Executive Director
United Way of Kent County



Veola Green
Managing Partner
Annie E. Casey Foundation



Ateira Griffin
CEO & Co-Founder,
BOHDX Building Our Nation's Daughters



Chau Nguyen
Chair Technology Office
NYSIA LLC



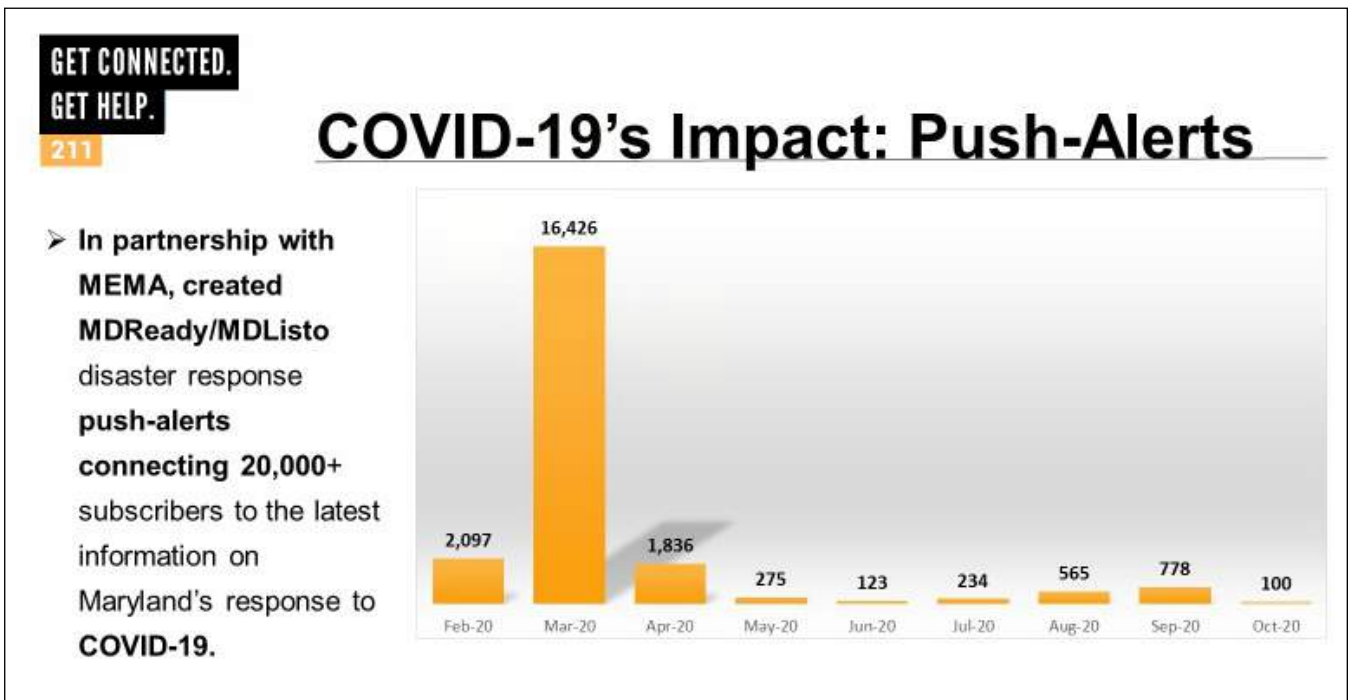
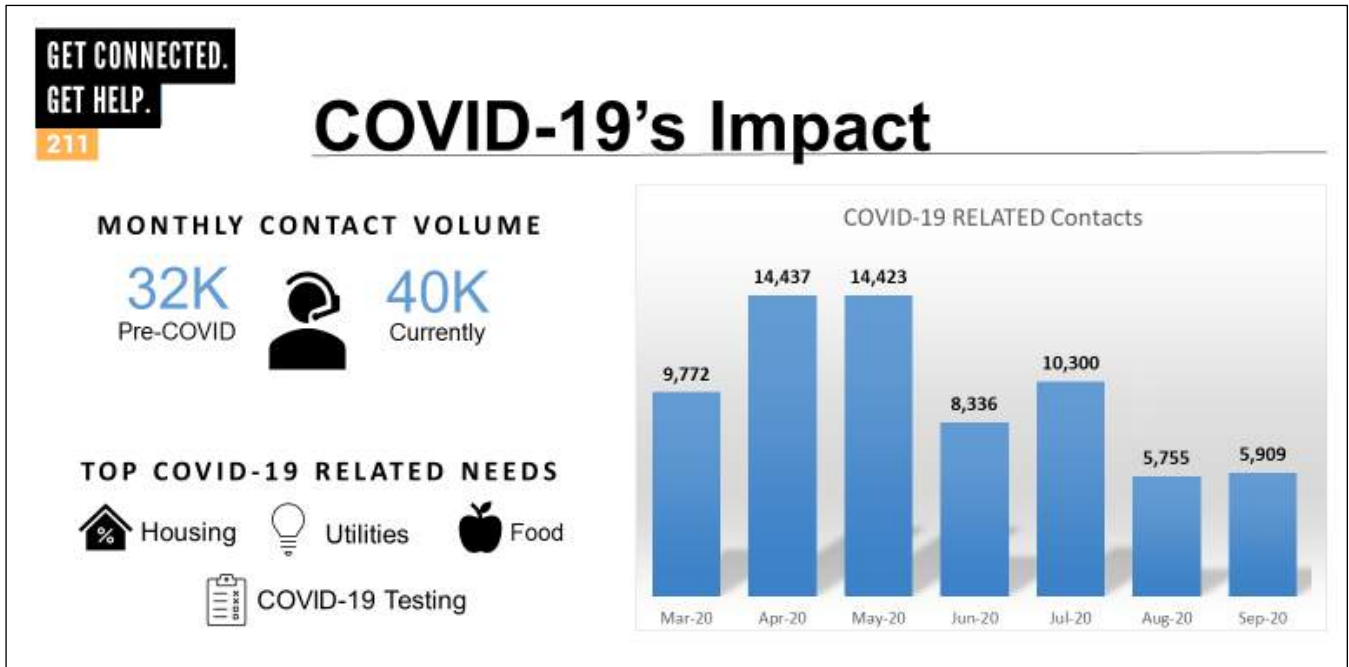
John Geist
Community Volunteer



Tiffany Turner-Allen
Executive Director
Nonprofit, Prince George's County

A Partner During the Time of Crisis

To help keep communities safe and informed during COVID, 211 Maryland continues to play a key role in supporting the Maryland Emergency Management Agency, Maryland Department of Human Services/Office of Emergency Operations, Maryland Department of Aging, and other emergency responders across Maryland.



2020 Call to Action

Cost efficient. Accessible. Easy to remember. Facts such as these make 2-1-1 a cutting-edge response to the growing number of Marylanders who need immediate help and long-term support. From July 1, 2019, to June 30, 2020, the 211 Maryland System answered over 400,000 calls; about 60% were for Information & Referral needs and about 40% were for Counseling & Crisis Support. Call volume has continued to grow, with a 6% increase from last year and relatively steady requests for support in areas such as food, housing and utilities. With the future uncertain because of the pandemic, the need for 211 to be available by phone, text and chat will continue to increase statewide.

The 211 Maryland Board recommends the following to the State of Maryland:

1. Increase funding for 211 Maryland to ensure its ability to respond to emergencies and constituent needs is not weakened.

- Last year's General Assembly mandated a 211 Maryland cost benefit analysis. This analysis has been completed, and the report outlines both challenges and opportunities facing Maryland's 211 system. As called for in the completed analysis, we request the state increase its annual funding for the system to a total investment of \$1.4 million.

Of this \$1.4 million, \$753,600 would properly fund the system for what it is currently being asked to do within the state's required scope of work; the additional \$634,200 would be used to optimize the system for better use and value to Maryland and its residents. Specifically, this funding would allow 211 Maryland to increase capacity, expand statewide reach, further educate the public about 211, manage technology improvements to improve service delivery on behalf of State agencies, and reduce duplication of efforts by supporting a coordinated system of services.

- 211 Maryland also serves as a comprehensive source, not only for information and referral, but also as the crisis hotline for the state, immediately answering calls, text or chats from Marylanders who are seeking help for mental health or substance use through the 211 press 1 line.
- With only a portion of the collective 211 system budget coming from the State of Maryland, 211 has sustained its operations and become a reliable resource for residents, nonprofits and government organizations. Without additional committed funding, 211 cannot invest in the infrastructure, technological and systemic innovations that will significantly increase its capacity, efficiency and outreach throughout the state.

2. Ensure state agencies consult with 211 prior to establishing any new health and human service phone lines or database systems.

- General Article. § 24-1203 (d) By the General Assembly. Public access to information. — If a unit of the State that provides health and human services establishes a public information telephone line or hotline, the unit shall consult with 211 Maryland about using the 211 system to provide public access to information.
- We believe a tighter integration of 211 with existing state departments, and a decreased use of 800 numbers, would increase service quality for Marylanders, at considerably lower costs to the state.

By The Numbers

405,000+

The number of calls to which 211 Maryland call centers responded.

The number of people who used the 211 online database.

157,664

64,110

Connections made for people in need of mental health services.

Connections made for utility assistance.

39,875

51,928

Connections made for people in suicide crisis or emotional distress.

Connections made to address and prevent homelessness.

35,920

28,365

Connections to reduce hunger.

2020 Highlights

LEGISLATION PASSED

With the unanimous passage of HB669/SB584, the General Assembly, once again, recognized the importance of the 211 system as a single source for information and referral to health and human services, community preparedness, and crisis information from anywhere in Maryland, 24 hours a day, 365 days a year. The legislation also called for a cost analysis of the 211 services provided in the state under Title 24, Subtitle 12 of the Health – General Article that includes a determination regarding the amount of funding required to fully support a statewide 211 hotline.

211 MARYLAND DAY RECOGNITION IN ANNAPOLIS ▼

Pictured below, the 211 Maryland Board of Directors had an opportunity to visit legislators in Annapolis and was recognized for their contribution to the state on February 11 (211 Day). Delegate Bonnie Cullison provided members a Proclamation from Governor Larry Hogan.



A PARTNER DURING THE PANDEMIC

Maryland Emergency Management Agency

The COVID-19 pandemic struck Maryland and affected lives everywhere. 211 Maryland partnered with the Maryland Emergency Management Agency (MEMA) and developed a statewide text response (MDReady & MDListo) to support Marylanders impacted by the pandemic or other disaster. **More than 20,000 individuals subscribed to text resource alerts.**

Maryland Department of Aging

211 Maryland partnered with the Maryland Department of Aging (MDoA) to be the access point for the Caregiver Services Corp, which was designed to quickly deploy volunteers to the homes of older adults who need urgent assistance with everyday tasks. Anyone needing support of the caregiver program could simply dial 211.

Maryland Department of Human Services/Office of Emergency Operations

211 Maryland partnered with the Office of Emergency Operations (OPR) as the statewide feed resource line for seniors and Marylanders who have lost their access to food due to COVID-19. **More than 28,000 individuals contacted 211 for access to food resources.**

The Rx Abuse Leadership Initiative (RALI) Maryland

Opioid fatalities are a growing problem in communities everywhere. 211 Maryland teamed up with RALI Maryland to address this crisis utilizing a new and unique texting program to help individuals access information and resources, especially those who may otherwise not seek assistance due to the stigma associated with opioid use. This partnership enables 211 Maryland to ensure opioid services are accessible and people know where to seek help.

The Opioid Texting Program allows someone to anonymously reach out for information and resources by texting “MDHope” to 898-211. Service options include:

- General information on opioid use
- Resources for a person concerned about someone using opioids
- Resources for someone addicted to opioids
- Option for professionals and service providers

Maryland Department of Health/Behavioral Health Administration ▼

211 Maryland’s partnership with the Behavioral Health Administration (BHA) for “211 Press 1” services has continued to be a best practice example of collaboration between public/private agencies, providing a coordinated single point of entry for individuals in crisis.

In FY20, more than 30,000 calls were received through the 211 Press 1 line.

In addition, 211 Maryland partnered with BHA to develop text subscription MDMindHealth and MDSaludMental to provide subscribers supportive text, mental health resource information and connection to other resources for stress, positive self-talk and other related needs.



Conclusion

When Marylanders have an urgent need, identifying the organizations offering help can be overwhelming. 211 Maryland has proven to be an essential service in connecting callers to needed resources, as evidenced by annual increases in call volume and requests for text/chat support. Over the past year, 211 Maryland’s network of call centers answered over 400,000 calls from Marylanders seeking assistance with housing, food, mental health, substance abuse and other crisis that confronted and challenged them.

The State needs 211 Maryland even more as growing numbers of state government officials, county executives, and nonprofit leaders are advising their constituents to utilize 211 for information and 211 press press 1 for mental health and substance use crisis support.

211 holds tremendous promise for Maryland. We look forward to continuing the work of connecting individuals with unmet needs to essential resources-and in the process, lifting up entire communities.



Calls by Jurisdiction

Allegany.....	448	Harford.....	3,529
Anne Arundel.....	7,068	Howard.....	5,158
Baltimore.....	23,651	Kent.....	284
Baltimore City.....	57,778	Montgomery.....	16,395
Calvert.....	464	Prince George’s.....	41,612
Caroline.....	296	Queen Anne’s.....	258
Carroll.....	2,054	Saint Mary’s.....	634
Cecil.....	1,063	Somerset.....	348
Charles.....	1,806	Talbot.....	589
Dorchester.....	664	Wicomico.....	3,517
Frederick.....	12,204	Worcester.....	1,414
Garrett.....	108		

Appendix A: 2-1-1 Call Volume by Need & by Jurisdiction

FISCAL YEAR	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
CALL DATA								
Total Calls Answered	274,273	292,924	272,414	278,359	317,850	359,939	387,037	405,702
PROBLEMS/NEEDS								
Domestic Violence Service	1,002	841	1,129	1,254	1,171	917	1,698	1896
Emergency Shelter	8,754	11,361	41,831	38,075	32,318	26,547	12,111	12,525
Employment	1,213	1,540	1,816	1,132	1,052	1,185	904	862
Financial Assistance	1,708	3,443	2,815	2,469	2,118	1,467	1,841	2985
Food	14,890	17,371	19,654	20,896	22,169	20,421	20,574	28,365
Health Care Concerns	8,906	11,468	8,583	6,318	4,223	5,646	5,552	25,719
Housing Assistance	19,817	22,807	24,132	24,113	23,571	28,306	27,913	35,920
Individual & Family Programs	17,335	20,708	17,203	17,377	14,596	8,001	8,120	7,247
Legal and Public Safety	4,481	5,907	7,020	5,792	5,502	5,898	6,247	9,388
Mental Health/Substance Abuse	35,965	36,739	37,878	44,746	56,457	68,006	71,456	64,110
Suicide and Crisis	3,647	4,517	5,285	7,347	1,920	25,385	42,883	51,928
Tax Preparation Assistance	12,366	12,846	15,359	16,807	15,976	15,183	17,983	12,088
Transportation	1,127	1,294	1,366	1,352	1,238	1,106	1,176	3,695
Utility Assistance	17,326	74,258	65,801	62,567	55,271	69,459	55,713	39,875

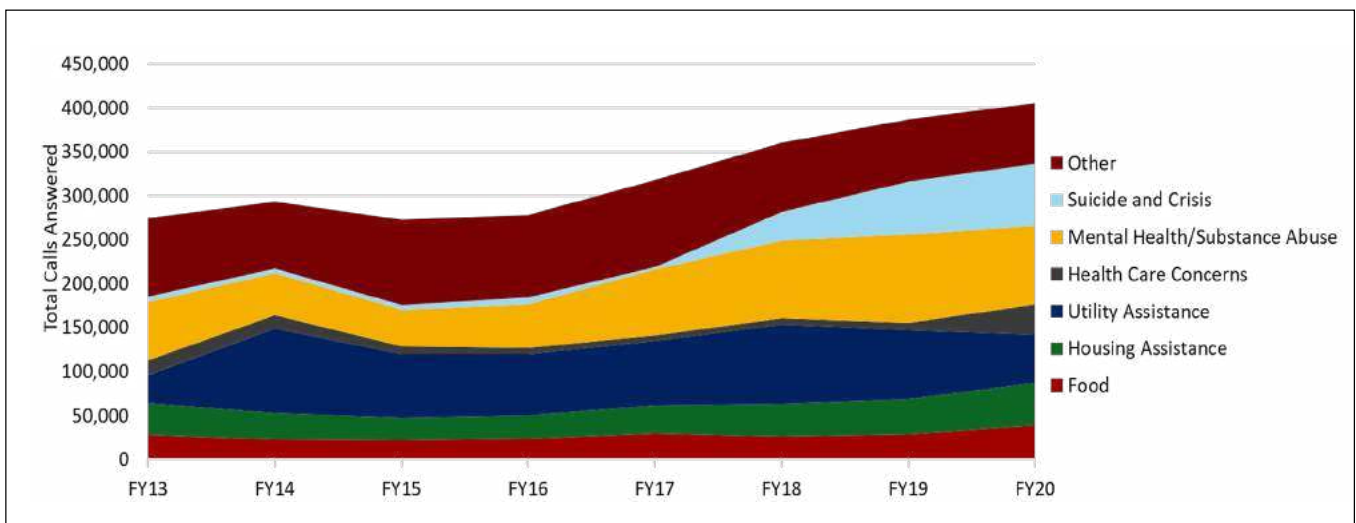
Background: Overview of 211 Maryland System and Its Importance

211 Maryland is the central connector to health and human services for the state of Maryland. Established as a nonprofit in 2010, it oversees the provision and coordination of “2-1-1” 3-digit dialing for Maryland residents to facilitate access to state- and privately-funded health and human services. 211 is a critical partner to law enforcement and disaster relief agencies in times of natural and manmade disasters, guiding Marylanders to sources of shelter, food, water, and other basic resources. In 2018, 211 Maryland also assumed responsibility for Maryland’s behavioral health crisis hotline, chat, text, and website to prioritize crisis calls and support Marylanders who are in immediate need of crisis support.

211 service is available in all 24 counties of Maryland, answered by regional accredited call centers and certified information & referral staff. The call centers seek to ensure that calls are answered in a timely manner, that information and referral requests are responded to efficiently and accurately, and that callers in need of counseling or in a crisis receive effective help and support immediately. Working with its call center partners, 211 Maryland seeks to ensure access to well-trained staff that genuinely care about callers and facilitates the completeness of a shared, comprehensive database of available resources. 211 also relieves the burden (and associated costs) of misdirected calls to 911 and 311 call centers and enables policymakers’ decision-making through insights on residents’ needs.

In March 2020, Marylanders’ lives changed due to the COVID-19 pandemic. The Maryland Emergency Management Agency (MEMA) and Governor Hogan called on 211 Maryland to help address the immediate needs of Marylanders by serving as the point of entry for all COVID related calls. During this pandemic, 211 Maryland further showcased the importance of having a single, simple way for residents to access state and local resources for their health and human service needs. Within the first 3-months, 211 answered almost 40,000 COVID-related calls for help.

From July 1, 2019 to June 30, 2020, the 211 Maryland System answered almost half a million calls, of which about 60% were for Information & Referral needs and about 40% were for Counseling & Crisis type needs. As shown in the exhibit below, call volume has grown at 5.8% annually, with relatively steady requests for support in areas such as food, housing, and utilities, and growing need in areas such as health care concerns, mental health, and substance abuse disorder.



Appendix B, continued...

The total cost of providing call center services per legislation (§ 24-1202) to Maryland residents is about \$5.6 million, which is funded by a mix of public and private sources. However, while call volume has grown, public funding for 211 Maryland and the pass-through funding from key public funding sources for the four call centers under its purview has stayed largely flat. State funding – via the Maryland Department of Health, Office of Preparedness and Response (since 2013) and Behavioral Health Administration (beginning in 2018) has also remained steady.

Summary of Current Challenges

While 211 is a well-utilized and established system with significant potential towards becoming a robust Community Information Exchange, there are a number of under-funded areas that prevent the system from performing to current standards or elevating it to be a more optimal, accessible system for the residents of Maryland. Foremost, the two-highest volume call centers are unable to meet industry-standard responsiveness to calls. Due to insufficient funding for staffing, call wait times are high, leading to an average abandonment rate of 15% as compared with the 10% standard abandonment rate. Call quality is also a concern due to a number of factors: 211 Maryland does not receive sufficient funding to ensure that the statewide resource database is maintained, that regular quality assurance efforts can be consistent, and that community outreach takes place regularly to ensure call centers are constantly aware of local resources. Lack of supervisory capacity within the call centers further exacerbates the challenges of ensuring callers are satisfied with the support they receive and that call specialists receive adequate oversight and management to ensure they feel well-supported, which would reduce turnover. As an example, some call centers struggle to achieve a follow-up of 1% of callers due to capacity constraints, well below best practices realized by other states. Further, some call centers find it a challenge to hire and retain bilingual staff and build connections with diverse communities.

Within 211 Maryland, there is insufficient capacity and resources to carry out many of its operational responsibilities such as data analysis, reporting, site visits, reviewing and responding to complaints among their stakeholders, and maintaining sufficient web hosting and database services. Lack of funding for marketing and outreach means that residents in need may not be aware of the resources they need to remain safe, healthy, and productive. The 211 Maryland system is also constrained by insufficient investment in technology, including lack of functionality in the statewide database, and website/text/chat services.

The Path to a Solution

To address these challenges and opportunities, 211 Maryland requests that the State increase its funding for the system. The total investment needed is \$1.4 million annually, of which \$753,600 would properly fund the system for what it is being asked to do currently within the State's required scope of work, and an additional \$634,200 would be used to optimize the system for better use and value to Maryland and its residents. The tables below provide the supporting detail for this request.

[continued on page 12](#)

Appendix B, continued...

Table 1: Investment Needed to Properly Fund 211 Maryland

NEED	AMOUNT	ADDITIONAL DETAIL
Additional call specialists and call center supervisors to decrease call wait time, and supervision to ensure national quality and customer service standards are met.	\$ 240,000	■ Cost of additional specialists/ supervisor for call centers with high wait times and abandonment rates
More resource specialists and database curation to ensure that consumers receive reliable and accurate information and the highest level of statewide resource information.	\$ 280,000	■ Cost of additional database curators and resource specialists
Additional training and accreditation support to ensure professional, credentialed staff working within the call centers for Information & Referral crisis to meet national standards.	\$ 35,000	■ For call centers
Data Specialist to review and analyze statewide data, provide monthly/quarterly reporting to state agencies identifying needs, gaps in services, and ROI for state funding.	\$ 35,000	■ Part-time analyst for 211 Maryland
Oversight, quality assurance, and administrative resources for 211 Maryland to optimize QA practices, enhance the quality of service 211 Maryland provides to constituents, and increase efficiency.	\$ 71,800	■ Operations Manager for 211 Maryland
	\$ 76,800	■ Quality Assurance Staff for 211 Maryland
	\$ 15,000	■ Web Hosting Support
TOTAL INVESTMENT NEEDED	\$ 753,600*	

* Does not include adjustment for inflation since original grant amounts (e.g., 10-years' worth of inflation at 2% annually equals \$275,000 additional funding).

Appendix B, continued...

Table 2: Investment Needed to Optimize 211 Maryland

NEED	AMOUNT	ADDITIONAL DETAIL
800-number consolidation (the State of Maryland operates over 27 independent 800 hotlines that are candidates for transitioning to 211). 211 Maryland can reduce the state’s use of numerous toll-free numbers for health/human services, thereby reducing the duplication of information and referral services and fees associated with maintaining numerous numbers.	\$ 0	■ This would lead to savings rather than require additional funding.
Statewide outreach capacity to improve access to services, especially behavioral/mental health; meet unmet community needs in isolated communities; engage underserved communities; and develop a collaborative system with local nonprofit, faith-based and government entities.	\$ 72,000	■ Communications/ Marketing Manager
	\$ 20,000	■ Increase in statewide marketing budget
Follow-up call capacity, especially for callers to our 211 press 1 crisis line who have recently experienced a mental health or suicide crisis, to assess their well-being and level of risk and to support them as they continue their journey towards recovery. This is a critical component to call center services.	\$ 240,000	■ One FTE per center (\$60,000 each x 4)
Bilingual Staff/Outreach to non-English speaking and culturally diverse communities to improve trust and access to services for constituents statewide.	\$ 94,400	■ Outreach Coordinators (2 @ \$47,200 each)
Technology for phone system/database/ website/text/chat to ensure language accessibility.	\$ 35,000	■ Updates/enhancements to the 211 MD statewide database, text/chat technology platforms
Technology staff to increase productivity among call centers, GPS, and data dashboard tracking, and to ensure phone, web and text/chat functions are meeting the needs of Marylanders.	\$ 88,800	■ Statewide Technology Director
Statewide fund development for 211 to identify other revenue streams and reduce reliance on State funding.	\$ 84,000	■ Fund Development Manager
TOTAL INVESTMENT NEEDED	\$ 634,200	

In Closing

211 is a powerful tool which gives Marylanders 24/7/365 live telephone, as well as web-based, text/chat, access to the resources they need to address issues and concerns regarding their health and well-being. This Cost Analysis report found that 211 Maryland is at risk of not being able to sustain this critical service adequately without additional funding. With year-over-year increases in call volumes, lack of capacity to consistently achieve industry-standard service levels, and the inability to comply with basic contractual requirements of public agencies, the system is currently stretched. The solution to this is a greater investment in the 211 Maryland System so Marylanders will continue to have immediate, always-on-call, access to non-crisis and crisis support specialists.

The research and analysis conducted for this study suggests that an increase in funding of \$753,600 annually is needed to properly fund the current system to deliver what is being asked, and that an additional \$634,200 would be needed to optimize reach, access and usage of the system. For example, 211 Maryland has a long-term vision of becoming a Community Information Exchange (CIE) with a focus on Social Determinants of Health that will improve access to health services for vulnerable populations, enhance agency collaboration at the state level, and support identifying unmet health and human service needs. During the current COVID pandemic, 211 Maryland has proven to be an essential service in connecting callers to needed resources, as evidenced by the increased volume of calls and requests for text/chat support. The State needs 211 Maryland even more as government officials, county executives, and nonprofit leaders are communicating to their constituents to utilize 211 as well as 211 press 1 for mental health and substance use crisis support.

2-1-1 holds tremendous promise for Maryland and we look forward to continuing the work of empowering individuals and communities to thrive by linking those with unmet needs to essential resources.

Appendix: Methodology

This summary was prepared by 211 Maryland based on a cost analysis conducted by Maryland Nonprofits and one of its consulting partners, Boost Social Sector Consulting LLC. Research for the cost analysis included examining prior reports and studies, reviewing detailed data on calls from July 1, 2019 to June 30, 2020 (including total calls answered; total calls documented; calls by service type, problem/need, and county; rates of unanswered/abandoned calls; and call length). Boost also interviewed leadership at each of the call centers that answer 211 calls in Maryland and surveyed the call centers on their ability to perform on contractual requirements given the amount of funding they received. Research also included interviewing a range of system stakeholders (public officials, 211 Maryland board members, etc.) to gather their perspectives on the strengths, challenges, and opportunities of 211 Maryland and its calls centers as well as how they could better serve the state and its residents. Lastly, Boost worked with 211 Maryland to identify and research four analogous 211 systems in order to capture comparative information and learn best practices.

NOTES

211 Maryland believes in the power of partnership. Working together with the Maryland Department of Health and other state agencies, local governments, United Ways, thousands of local non-profits, and our valued 211 call centers, we are helping Maryland residents on the path to self-sufficiency every day.

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MARYLAND, INC.

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