Workgroup to Study Implementation of an Expanded 3-1-1 Nonemergency System

FINAL REPORT

November 1, 2025

The Honorable Wes Moore
Governor, State of Maryland
Executive Department
State House
Annapolis, MD 21401

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

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

Re: Workgroup Findings and Recommendations for Phased Growth of State 3-1-1 System Pursuant to § 2–1257 of the State Government Article

The Honorable Wes Moore and Presiding Officers:

The Workgroup to Study Implementation of an Expanded 3-1-1 Nonemergency System was established by the Maryland General Assembly and signed into law, effective June 1, 2025, to evaluate the feasibility of a statewide 3-1-1 program. The Workgroup, convened by the Department of Information Technology (DoIT), assessed national best practices, heard presentations from technology vendors and peer jurisdictions, and reviewed Gartner's "3-1-1 and Artificial Intelligence Feasibility Study" published February 14, 2025. The findings of this feasibility study directly informed the drafting and passage of Senate Bill 775 (SB775), which created this Workgroup and set the foundation for Maryland's exploration of a statewide 3-1-1 system using Artificial Intelligence (AI).

This work was undertaken in direct response to Governor Wes Moore's January 2024 Executive Order on the responsible and ethical use of AI, which set the vision for its modern, equitable, and safe adoption across state government. The Workgroup treated the Executive Order as the guiding framework for our recommendations.

The Workgroup has determined that Maryland has a unique opportunity to become the first state with a consolidated, AI-enabled 3-1-1 system. Such a system would divert nonemergency calls from 9-1-1; improve access to government services; and ensure equity across jurisdictions. We believe that success will require a phased approach, strong governance, interoperability, and integration with existing state and local infrastructure.

Key Recommendations:

- Phase 1:
    - 1a: Establish a Statewide 3-1-1 Oversight Board hosted by Maryland Information Network (MDInfoNet).
    - 1b: Launch an AI chatbot in two counties with existing 3-1-1 systems and two counties without such systems, alongside a set of unified statewide data standards.
- Phase 2: Add AI-powered voice bots to handle nonemergency calls with multilingual support and routing capabilities.
- Phase 3: Evaluate outcomes, and consider statewide expansion based on demonstrated effectiveness.

Maryland is positioned to be a national leader in modernizing nonemergency government services by implementing these recommendations. The phased implementation ensures fiscal responsibility, interoperability, and broad access while building toward a sustainable statewide solution.

Sincerely,

Sen. Cheryl C. Kagan, Chair
3-1-1 Workgroup

Sara Elalamy

Sara Elalamy, Co-Chair
3-1-1 Workgroup

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Executive Summary

The Department of Information Technology (DoIT), guided by Governor Moore's January 2024 AI Executive Order and the Maryland General Assembly's legislative requirement, partnered with Gartner, Inc. to conduct a 3-1-1 and Artificial Intelligence Feasibility Study (February 2025). The study reviewed Maryland's 3-1-1 operations; benchmarked nine peer municipalities; and assessed the vendor market. The findings directly informed the drafting and passage of Senate Bill 775, sponsored by Sen. Cheryl Kagan, which created the Workgroup to Study Implementation of an Expanded 3-1-1 Nonemergency System. Key findings of the Gartner study included:

- No other state in the U.S. has implemented a statewide 3-1-1 program; Maryland would be the first.
- The presence of a 3-1-1 operation in Maryland is highly correlated with population: the five most populous jurisdictions offer 3-1-1 services, collectively covering approximately 58% of the state's residents. However, coverage across the state remains inconsistent.
- Existing systems varied in Geographic Information System (GIS) integration and back-end platforms, making standardization essential for potential future statewide expansion.
- At the time this study was conducted, AI-enabled chatbots and interactive voice systems were emerging nationally but were not yet widespread.
- Success will require shared standards, governance, and a phased implementation.

The Workgroup, created by SB775, was tasked with evaluating the feasibility of creating a statewide 3-1-1 system in Maryland. Members of the Workgroup included legislators, agency officials, local government representatives, and subject matter experts. The Workgroup's charge was to build on Gartner's study; evaluate governance and implementation models; and present recommendations to the Governor and General Assembly on how a statewide 3-1-1 platform could:

- Reduce the burden of nonemergency calls on the 9-1-1 system.[1]
- Improve access to government services for all Marylanders, and ensure equity in service delivery across rural, suburban, and urban jurisdictions.
- Leverage AI to modernize service delivery and reduce costs.

Following the selection of a vendor, we expect that the "front-porch" will launch quickly. We anticipate that the entire process will be roughly 18-24 months.

[1] While statewide data on 9-1-1 call statistics are lacking, a **Baltimore Sun** article from May 18, 2022 reported that 80% of 9-1-1 calls in the city of Baltimore are for non-emergencies. Extrapolating to the rest of the state, it is likely that nonemergency calls take up a very large portion of 9-1-1 center resources.

Recommendations

The Workgroup to Study Implementation of an Expanded 3-1-1 Nonemergency System is closely aligned with the priorities of the Moore/Miller Administration. Governor Moore and Lieutenant Governor Miller have emphasized the importance of modernizing State government through digital transformation and ensuring equitable access to services across all communities. A statewide 3-1-1 program, particularly one enhanced by Artificial Intelligence, advances this vision by creating a single digital "front porch" for residents, standardizing data across jurisdictions, and leveraging cloud-based tools to improve efficiency.

The Moore/Miller Administration has also prioritized equity, ensuring that services reach underserved and rural areas. By launching 3-1-1 in counties both with and without existing systems, Maryland can ensure consistent access to government services, regardless of geography or population size. Multilingual AI-enabled tools further enhance inclusivity by serving Maryland's diverse communities in culturally competent ways.

The Workgroup complements the investments in public safety and Next Generation 9-1-1. By diverting nonemergency calls from 9-1-1 centers, a statewide 3-1-1 system strengthens emergency response capacity, ensuring that true emergencies receive timely attention. At the same time, a governance framework within MDInfoNet and guided by DoIT, reflects the Administration's broader emphasis on interagency collaboration, data-driven decision-making, and the elimination of government silos.

It is worth noting that the phased implementation of AI capabilities in 3-1-1, beginning with a chatbot, followed by voice integration, and then consideration of full statewide expansion mirrors the Moore/Miller Administration's approach to responsible innovation. This model ensures transparency, accountability, and fairness in the adoption of new technologies, in line with the Governor's AI Executive Order of January 8, 2024. The use of AI for 3-1-1 services is financially efficient for the state, while serving to expand the capacities of existing Maryland jobs. Collectively, these efforts position Maryland to be a national leader in modern, equitable, and technology-driven government services.

Agencies within the State government already utilize AI for customer service. The MD Department of Human Services, for example, uses an AI chatbot for its "SUN Bucks" program. Their chatbot has helped over 16,000 users since launching in June. Montgomery County also uses an AI chatbot, "Monty," to handle over 3,000 different topics within its 3-1-1 system.

Denver, Colorado's 3-1-1 AI chatbot, "Sunny," recently earned the Government Experience Award from the Center for Digital Government. According to the Center, Sunny has helped Denver311 augment and supplement limited resources, addressing what Chief Information

Officer, Suma Nallapati, identifies as a common challenge for local governments: budget constraints. Between January 1 and September 8, more than 102,000 residents interacted with Sunny in 72 languages, achieving a 90% customer satisfaction rate.

Phase 1a - AI Chatbot Launch

The First Phase of implementation should test feasibility and build a foundation for statewide expansion. The launch would be conducted in two counties that already operate 3-1-1 systems and two that do not. This will provide the State a comprehensive understanding of the challenges and opportunities faced in different environments. These chatbots would not create free-form answers; they would only respond using information from curated, agency-approved sources such as government websites, service catalogs, ordinances, forms, and GIS layers. They must include multilingual support, integration with GIS data for accurate routing, and clear escalation protocols to route complex requests to live agents. Additionally, the chatbot and any related systems must ensure that certain data, including Personal Identifiable Information (PII) or designated sensitive information, shared with health institutions or external partners abide by specific data privacy/use policies established by MDInfoNet.

Since the AI chatbot will only be permitted access to a limited number of approved webpages to provide answers to 3-1-1 inquiries, its performance is based on the quality of information in its knowledge base. The AI cannot inherently know whether information is inaccurate or outdated. Therefore, it is imperative for all agencies, whether state or local, to ensure that every webpage contains accurate information.

To mitigate incorrect or outdated responses, MDInfoNet or the vendor should follow learned best practices to update the AI chatbot. MDInfoNet will need to analyze the performance of the AI based on user feedback as to whether the information they received were correct, helpful, etc. Any answer the user states is incorrect or unhelpful would be investigated for accuracy; if it is insufficient, the agency operating the problematic webpage will have to update it.

During this phase, the development of a set of unified statewide data standards (“taxonomy”) for service requests is essential to establish consistency across jurisdictions. After two years, MDInfoNet will produce a progress report evaluating performance, tracking call deflection (reduction in 9-1-1 calls); user satisfaction; accessibility; cost savings; and integration success. This progress report will be shared with the Governor and members of the General Assembly.

Marketing and Outreach

The Workgroup recommends launching an early, coordinated marketing and outreach campaign to educate residents in initial launch counties as to access and use the chatbot. This effort should

include clear, plain-language messaging; live demonstrations at community events; and geo-targeted digital ads showing step-by-step request submission. To maximize reach, the campaign should leverage multiple channels including but not limited to; social media, billboards, digital sidewalk signs, utility bill inserts, mailers, and bus decals. The campaign should incorporate multiple languages to ensure inclusivity and accessibility.

Below are examples of successful marketing campaigns from other cities, such as Washington D.C.'s "Make the Right Call" initiative and others:

Bus decal in Washington D.C.

Digital ad from Lafayette, Louisiana

Multilingual digital ads from D.C. 3-1-1

Social media outreach and education from Baltimore City 3-1-1

Partnering with trusted messengers such as local governments, libraries, senior centers, nonprofit organizations, faith institutions, and others will extend reach to residents who might otherwise be excluded. Incorporating marketing from the outset will not only drive adoption during the early stages, but will also yield valuable early feedback on communication strategies that will allow the campaign to evolve dynamically. This will ensure that strategies and practices can be refined and scaled in subsequent phases.

Phase 1b - Governance and Program Structure

The Workgroup recommends the establishment of an Oversight Board even before the program launches to ensure consistent leadership, accountability, and transparency. This Board should be administratively housed within the Maryland Information Network (MDInfoNet), which already manages statewide nonemergency referral services and has proven capacity in operating call centers, multilingual support, and data integration. Hosting the program at MDInfoNet would minimize duplication of infrastructure and leverage existing expertise.

Membership of the Board would be broad, including legislators, State agencies, local government representatives (from both urban and rural jurisdictions), advocates, 9-1-1 representatives, and technology experts. Members shall be selected based on their knowledge of and interest in public safety, emergency communications, information systems, and statewide service delivery. Collectively, this body would be charged with setting service standards; approving the set of unified statewide data standards; reviewing results; and advising the Governor and General Assembly on long-term sustainability. The 3-1-1 Oversight Board would be patterned on the Maryland 9-1-1 Board, the Council on Open Data, and the Maryland Economic Development Council. Members of these councils and boards have experience in regulatory frameworks, oversight, technical and operational expertise, and provide balanced cross-jurisdictional representation while also including a mix of private-sector business leaders and members of the general public.

To support statewide implementation, MDInfoNet should be tasked with managing the Request for Proposals (RFP) and vendor selection process for technology platforms and other services needed for 3-1-1 operations. The Oversight Board should play a central role in this process by establishing evaluation criteria, reviewing proposals, and ensuring alignment with statewide IT standards, accessibility mandates, and equity goals. By embedding the Oversight Board into the vendor selection process, Maryland can ensure that chosen systems reflect stakeholder priorities, meet the highest technical standards, abide by best practices in cybersecurity and data privacy, and provide equitable access for all residents– in a fiscally responsible manner.

MDInfoNet, along with the Oversight Board, must proactively address and monitor various cybersecurity risks associated with the program's interconnectivity and AI utilization. The Board and MDInfoNet must work with vendors, local governments, and external partners to ensure compliance with the cybersecurity and data-use policies and agreements established during procurement. Cooperation ensures the protection of any sensitive user data, Personally Identifiable Information (PII) and the overall security of all interconnected systems.

It is important to clarify the distinction between 2-1-1 and 3-1-1 services. While both provide nonemergency support, they serve different purposes. 2-1-1 is primarily a social services referral line, connecting residents to housing, food assistance, mental health services (9-8-8), and other human and community resources. In contrast, 3-1-1 is a local government service line, designed

for reporting and resolving community infrastructure and service issues such as potholes, missed trash collection, streetlight outages, or permitting questions. This possible confusion (regardless of interoperability) reinforces the importance of an effective marketing campaign.

As part of its broader mandate, the Oversight Board should also be responsible for approving and coordinating statewide marketing and outreach strategies. This includes ensuring that campaigns are accessible, multilingual, culturally competent, and aligned with equity goals. By embedding both procurement oversight and marketing accountability within the governance structure, Maryland can ensure that its 3-1-1 system is not only technically sound and cost-effective, but also trusted, visible, and widely used by residents across all jurisdictions.

While 2-1-1 and 3-1-1 complement each other, Maryland requires a 3-1-1 system to ensure that operational government service requests are efficiently routed, tracked, and resolved-- reducing inappropriate reliance on 9-1-1 and strengthening accountability in service delivery.

Phase 2 - AI Voice Bot Expansion ("Front Porch")

Building on the lessons of the chatbot, the Third Phase should expand into AI-powered voice bot technology to serve residents who prefer phone interactions or lack digital access. Voice bots should be integrated into initial launch counties' existing 3-1-1 phone systems, enabling residents to engage through natural language processing with multilingual support. These systems must include seamless escalation to human agents for complex issues and be fully connected with county-specific FAQs, customer relationship management (CRM) platforms, and GIS data.

Performance should be monitored using key indicators such as:

- Percentage of calls resolved without human intervention
- Average handling time compared to live agents
- Changes in staffing needs and caller wait times
- Customer satisfaction results

Special attention should also be given to accessibility for residents with disabilities or limited English proficiency to ensure equitable service delivery across all populations.

As part of this phase, Maryland should adopt a "no wrong door" by leveraging the State's existing call routing systems and enhancing them with AI. The 3-1-1 system must be interoperable, enabling call transfers among 9-1-1, 3-1-1, 2-1-1, and 9-8-8. This integrated approach not only creates a practical network where residents are seamlessly redirected to the right services regardless of the number they dial, but it can reduce technology procurement costs through shared infrastructure and coordinated routing.

Outreach campaigns during this phase should specifically target residents who are less digitally connected-- including seniors and rural populations-- to build confidence in using voice bot technology. Messaging should emphasize accessibility, multilingual support, and the option to connect directly with customer service representatives when needed. Partnerships with senior centers, veterans' organizations, and rural service providers should be prioritized to build trust, encourage adoption, and ensure that residents view the system as a reliable extension of government service rather than a replacement for human interaction.

Phase 3 - Statewide Expansion

The final phase should evaluate the outcomes of the initial launch and move toward statewide expansion, guided by evidence and best practices. The Oversight Board hosted by MDInfoNet should conduct a comprehensive evaluation of the program's results, including cost effectiveness, equity in service access, integration challenges, and resident satisfaction. Part of this evaluation will involve analysis of municipal records of the volume of 9-1-1 calls in Maryland counties that gain access to the 3-1-1 service. A decrease in 9-1-1 call volume may indicate, though not necessarily confirm, that nonemergency calls are being redirected to the 3-1-1 service. Based on these findings, sustainable funding and governance models should be clearly defined in this report to guide long-term adoption.

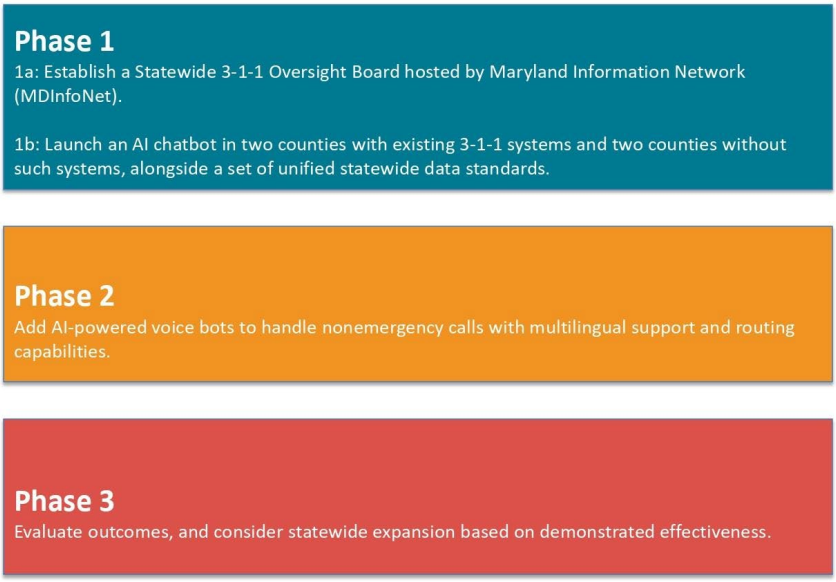
To support equitable and flexible implementation, Maryland should also consider an opt-in model as an intermediate step. Under this approach, counties could voluntarily share resources and vendor contracts, allowing them to achieve economies of scale without requiring immediate statewide participation. This would provide a pathway for smaller or resource-limited jurisdictions to benefit from shared services while still preserving local control over customer service operations. Over time, these partnerships could be integrated into a broader statewide framework as readiness and capacity increase.

The scope of statewide expansion should therefore be clearly defined to include: (1) a unified technology backbone managed at the state level for cost savings and consistency; (2) service delivery options that maintain flexibility for counties; (3) interoperable connections with 9-1-1, 2-1-1, and 9-8-8 to streamline referrals and emergency diversion; and (4) clear funding and governance structures that hold all participating jurisdictions accountable. The final deliverable of this phase should be a Statewide 3-1-1 Implementation Plan, presented to the Governor and General Assembly, with explicit timelines, funding structures, and governance mechanisms to guide long-term service sustainability.

At this stage, a comprehensive statewide marketing strategy should be launched to unify messaging and ensure consistency across jurisdictions. This should include multilingual outreach campaigns, youth engagement through civic technology initiatives, success story spotlights that

demonstrate the value of 3-1-1, and an annual "State of 3-1-1" report highlighting improvements and trends to strengthen ongoing marketing efforts. Outreach should be guided by data to identify underreporting communities and deploy targeted education campaigns that reduce disparities in usage.

Figure 1. Phased Implementation of an Expanded 3-1-1 Nonemergency System



Conclusion

The Workgroup concludes that Maryland has a unique opportunity to become the first state in the nation with a consolidated, AI–enabled 3-1-1 system that diverts nonemergency calls from 9-1-1, improves access to government services, and ensures equity across jurisdictions. The phased approach outlined in these recommendations provides a deliberate, evidence-based pathway to statewide implementation. By beginning with chatbot and voice bot, the State can test technologies, build a set of unified statewide data standards, and refine outreach strategies before committing to full expansion.

Statewide deployment will require not only robust technology but also coordinated marketing and outreach to ensure all Maryland residents regardless of language, geography, or digital access are aware of and able to use 3-1-1 services. The Oversight Board, housed at MDInfoNet and supported by DoIT, will provide the governance structure necessary to oversee standards,

ensure cybersecurity and interoperability, and guide the procurement process.Its role in the RFP and vendor selection process will safeguard against fragmented implementation and guarantee that chosen systems are proven, cost-effective, accessible, and aligned with State priorities.

Finally, the Workgroup emphasizes that 2-1-1 and 3-1-1 serve complementary, not overlapping, roles. While 2-1-1 connects Marylanders to essential human and social services, 3-1-1 offers a direct pathway for addressing local government service requests. Together, they form a stronger, more coordinated nonemergency response system that can ease pressure on 9-1-1 and deliver faster, more accountable service to residents.

Taken together, these recommendations chart a clear, achievable course for Maryland to modernize government service delivery, improve public trust, and position the State as a national leader in leveraging technology, governance, and outreach to meet residents' needs.

More Information about the Report

For more information about this report, please contact the Legislative Director at the Maryland Department of Information Technology or the Policy Analysts at the Department of Legislative Services.

APPENDIX A: SUMMARY OF PRESENTATIONS TO THE WORKGROUP TO STUDY IMPLEMENTATION OF AN EXPANDED 3-1-1 NONEMERGENCY SYSTEM

Prepared by
Sara Elalamy, Department of Information Technology, Staff
Donovan Ham, Department of Legislative Services, Staff
David Propert, Department of Legislative Services, Staff
Yashodhara Rai, Department of Legislative Services, Staff

Summary of Gartner Feasibility Study Presentation

At the June 30, 2025 meeting, the full Workgroup received a detailed presentation from Gartner, Inc., which conducted Maryland's statewide 3-1-1 and Artificial Intelligence Feasibility Study between December 2024 and February 14, 2025. Gartner reviewed Maryland's current landscape, noting that approximately 58% of residents live in jurisdictions with some form of 3-1-1 service, but coverage remains inconsistent. The study benchmarked nine peer municipalities including New York City, Boston, and Austin and found common features such as dedicated 3-1-1 offices, mobile integration, and local funding models centered on customer satisfaction. Gartner also assessed the vendor market, observing strong activity in CRM platforms, AI-enabled tools, and GIS mapping capabilities. Importantly, Gartner emphasized that while AI holds promise for cost savings and accessibility, foundational challenges like inconsistent taxonomy and data standards must be resolved first. The study recommended a phased implementation, beginning with launches that test AI chatbots and voice tools, followed by expansion supported by shared governance and strong oversight.

Summary of CitiBot Demonstration

At the June 30, 2025 meeting, the Workgroup also heard from CitiBot, a vendor specializing in AI-powered chat and voice solutions for government services. CitiBot representatives highlighted the company's mission-driven roots and its exclusive focus on serving the public sector. The demonstration showcased how residents can engage through web, SMS, or voice channels with support for 75 languages. CitiBot emphasized its ability to integrate seamlessly with existing platforms and address challenges such as content-heavy websites and limited call center staffing. Examples from Baltimore, Denver, and California's Cal Fire illustrated how AI chatbots reduce wait times, improve transparency, and scale government communications without requiring additional staff. The presentation reinforced the potential for Maryland to adopt similar technologies, while also demonstrating the importance of partnerships with vendors that understand the unique constraints of government operations.

Summary of Washington, D.C. Joint 3-1-1/9-1-1 Presentation

At the July 23, 2025 meeting, the Marketing and Outreach Subgroup hosted Heather McGaffin, Director of the 9-1-1 and 3-1-1 Office of Unified Communications in Washington, D.C. She described D.C.'s model as a centralized, multi-agency system that manages nonemergency services for 17 agencies, including the Department of Motor Vehicles and Department of Transportation. Residents can access 3-1-1 services through phone, text, mobile apps, or social media, with an interactive map available for tracking service requests. The District invested heavily in marketing campaigns such as "Make the Right Call," which significantly increased 3-

1-1 usage while reducing nonemergency 9-1-1 calls. Outreach was conducted in multiple languages and emphasized cultural competence. Importantly, D.C. has also integrated AI into its system to support agents by suggesting resources and assessing caller sentiment. The D.C. experience demonstrates the value of marketing, multilingual outreach, and strong governance, reinforcing the potential for AI to support but not replace human interaction.

Summary of Denver's 3-1-1 Presentation

At the July 23, 2025 meeting, the Governance and Technology Standards Subgroup heard from Laura Dunwoody, City and County of Denver Director of Technology Services-Resident Experience, who described Denver's successful transition to digital-first 3-1-1 operations. Denver launched "Sunny," an AI-powered chatbot in March of 2024, it recognizes 72 languages and integrates with the city's Salesforce CRM. Per an internal estimate, Sunny's 2025 annual operating cost is approximately $70,000, with AI interactions costing about $0.35 each versus ~$4 for a live agent. Dunwoody explained that the chatbot, coupled with a redesigned website (streamlined from 4,000 pages to 2,000), allows residents to submit requests directly into work order systems, bypassing human agents entirely. Denver's approach also reduced staffing needs while maintaining high service levels, with average phone answer times under one minute, despite fewer agents. The City invested in traditional as well as digital marketing, tailoring messages to both older and tech-savvy populations. Denver's experience illustrates the transformative potential of AI, provided that clean, accurate data and strong marketing strategies are in place.

Summary of Arlington County, VA Presentation

At the August 21, 2025 meeting, the Technology Standards Subgroup met with Arlington County's Emergency Communications Center Operations Manager, Timothy Kane, and Arlington County 9-1-1 Director, Jacob Saur who gave a presentation on how Arlington County integrated AI into its nonemergency line to divert administrative calls from 9-1-1 Specialists. AI analyzes a caller's first statement and either routes to a workflow, provides a self-service link by text, or transfers to a live dispatcher. Since its implementation, administrative calls have been cut by over 15,000 in the first quarter of 2025 compared to the first quarter in 2024. The average call duration has dropped from 129 seconds to 105 seconds. Data is reviewed weekly; and in cases where the system lacks a workflow or the caller opts out, the calls are routed to a live dispatcher. While the current system does not create service tickets, Arlington County noted that a future version will create tickets and also collect structured data and push it directly into a computer-aided dispatch system through an application programming interface.

Summary of Hyper AI Demonstration

At the August 25, 2025 meeting, the Workgroup received a demonstration from Hyper, a company specializing in AI-driven voice automation. The presentation, delivered by co-founder Ben Sanders and Chief Technology Officer (CTO) Josh Wright, highlighted how their voice AI system can handle routine nonemergency calls, validate addresses, support up to 29 languages, and seamlessly escalate emergencies to 9-1-1 when necessary. Hyper emphasized its focus on government-specific security and data protection, noting that all data is securely stored and integrated via open APIs with platforms like Salesforce. The system also demonstrated flexibility, pulling from jurisdiction-specific FAQs and creating conversational standard operating procedures to serve localized needs. Hyper argued that its solution could serve as a virtual switchboard for Maryland residents, improving efficiency while maintaining accessibility. This presentation reinforced the need for Maryland to test voice-enabled AI tools in a smaller capacity before pursuing large-scale expansion.

Summary of Senator Kagan's Research on Other Cities with 3-1-1

At the August 25, 2025 meeting, the Workgroup heard a presentation from Matthew Jeweler, Chief of Staff to Senator Cheryl Kagan. Jeweler interviewed nine comparable U.S. cities with established 3-1-1 systems, including Alexandria, VA, Atlanta, GA, Charlotte, NC, and Los Angeles, CA. The review focused on three main areas: AI adoption, marketing and outreach strategies, and funding. While the extent of AI use varied across jurisdictions, each city studied expressed interest in expanding AI tools to improve efficiency and accessibility. Marketing efforts commonly relied on a mix of social media campaigns, grassroots outreach, and community engagement, underscoring the importance of tailoring communications to local residents.

On the question of funding, the research noted that cities generally preferred to rely on City funds rather than percentage-based funding models, which were viewed as unsustainable. With respect to vendors and technology, findings showed that many jurisdictions use platforms from major providers like Microsoft and Amazon, with Salesforce emerging as a popular but more costly option. Importantly, the research cautioned against the use of proprietary in-house software, as cities that had previously invested in such solutions often found themselves transitioning to external vendors later due to scalability and maintenance challenges. Senator Kagan clarified that the research, as well as subsequent vendor demonstrations, did not represent an endorsement of any specific provider but was intended to provide the Workgroup with context on national trends and best practices.

Summary of Senator Kagan's Research on Maryland Cities with and without 3-1-1

Building on Gartner's statewide feasibility study, Matthew Jeweler, Chief of Staff to Senator Cheryl Kagan, conducted a Maryland-specific assessment for the Workgroup using surveys and follow-up conversations. The goal was to compare counties that currently operate 3-1-1 systems with those that do not, to better understand the landscape within our own state.

Counties With 3-1-1

Six Maryland counties currently operate some form of 3-1-1 system: Baltimore City, Baltimore County, Montgomery County, Prince George's County, Anne Arundel County, and St. Mary's County. Each has developed unique models:

- **Baltimore City** launched the nation's first 3-1-1 in 1996, operating daily from 6 a.m. to 10 p.m. with a large staff capacity. They now have a mobile app, Balt311. They do not have a chat option or any other form of AI integration.
- **Baltimore County** operates BaltCoGo, introduced in 2018, offering phone, web, and mobile access during normal business hours.
- **Montgomery County's MC311**, launched in 2010, serves as a centralized contact hub with weekday 7 a.m.–7 p.m. operations. Their AI chatbot, Monty, was launched in 2024.
- **Prince George's County** established PGC311 in 2012, later expanding to a web portal in 2013. It operates weekdays 7 a.m.–7 p.m.
- **Anne Arundel County** launched its service in 2017, accessible via phone and web reporting.
- **St. Mary's County** created a web-based SM311 in 2020. Unlike others, it does not operate a call line.

Survey data supported these findings. Staffing levels range from just two employees in Anne Arundel County to more than 40 in Baltimore City, and most programs offer multiple access channels. Common request types include trash collection, recycling, potholes, graffiti, and environmental concerns. While most programs collect data on service requests, their analytic capacity varies. Prince George's County uses AI to route requests internally after they are logged, while other counties have not yet adopted automation.

Counties Without 3-1-1

Some counties, including Charles, Carroll, Frederick, Harford, and Howard County, do not operate a dedicated three-digit phone line. Instead, residents access services through web portals. While functional, this model lacks the visibility and accessibility of a dedicated 3-1-1 system, particularly for residents who prefer customer service agents. Other counties without formal 3-1-1 systems expressed interest in exploring potential implementation or governance models but noted concerns about costs and system integration.

Observations

Both groups, those currently with and without 3-1-1, emphasized the importance of statewide consistency. Standardized request categories, centralized knowledge bases, and improved GIS services were identified as priorities. Respondents consistently raised questions about funding responsibilities and governance structures but also recognized opportunities for improved communication and data sharing if a coordinated system were adopted.

This in-state assessment demonstrates that Maryland already has a strong base of operational experience, ranging from Baltimore's mature system to newer and more limited platforms like St. Mary's. At the same time, counties without 3-1-1 highlight the risks of uneven access. Together, these findings suggest that a coordinated statewide model could both build on existing investments and ensure more equitable service delivery across jurisdictions.

APPENDIX B:
VOTING AND NON-VOTING PARTICIPATING MEMBERS

Voting Workgroup Members

1. Sen. Cheryl Kagan - Chair, Maryland State Senate
2. Sara Elalamy - Department of Information Technology (DoIT)
3. Sen. Paul Corderman - Maryland State Senate
4. Del. Tiffany Alston - Maryland House of Delegates
5. Del. Lesley Lopez - Maryland House of Delegates
6. Renee Stainrod - Maryland Department of Aging
7. Cecilia Warren - Maryland Department of Disabilities
8. Jack Markey - Maryland Department of Emergency Management
9. Barry Scheitlin - Local Government Representative
10. Charlynn Flaherty - Prince George's County
11. Chris Thompson - Charles County Department of Emergency Services
12. Kevin Kinnally - Maryland Association of Counties (MACo)
13. Karen Saymansky - Verizon Representative on the 9-1-1 Board
14. Christina Cornwell - City of Laurel Department of Emergency Management

Non-Voting Participants

1. Donavan Ham - Policy Analyst - Department of Legislative Services
2. David Propert - Policy Analyst - Department of Legislative Services
3. Yashodhara Rai - Policy Analyst - Department of Legislative Services
4. Matthew Jeweler - Chief of Staff, Sen. Cheryl Kagan
5. Abril Hunter - Legislative Aide, Sen. Cheryl Kagan
6. Katherine Sliwa - Legislative Director, Sen. Paul Corderman
7. Victoria Lewis - Senior Information Technologist - Montgomery County
8. Katherine Johnson - Project Manager - Montgomery County
9. Robert Sinkler - Call Center Supervisor/PM1- Montgomery County
10. Stephen Heissner - Senior IT Specialist - Montgomery County
11. Chris Turner - Science Specialist - Montgomery County Public Schools
12. Anne Santora - Manager, MC311 - Montgomery County
13. Patricia Jenkins - Program Manager - Montgomery County
14. Lorenzo Cropper - Director of Emergency Services - Wicomico County
15. Julie Losh - Citizen Response & Communications Coordinator - Charles County
16. Bill Kidwell - Chief Information Officer - Charles County
17. Darius Leftwich - IT Systems Analyst - Charles County
18. Ben Sanders - Co-Founder & CEO - Hyper
19. Josh Wright - Founding Account Executive - Hyper
20. Bill Ferretti - Retired 9-1-1 Director, Montgomery County Maryland
21. Scott Haas - PSAP Director - MD Eastern Shore
22. Laurie Flaherty - Former Coordinator of the National 9-1-1 Program (ret.)

23. Dartanion Swift-Williams - Chief Data and Performance Officer - Baltimore City
24. Jacqueline Crosby - Director of 311 Baltimore City - Baltimore City
25. Kenyn Benjamin - President & Chief Executive Officer - Maryland Information Network
26. Laura Dunwoody - Director, Technology Services, Resident Experience - City & County of Denver
27. Melissa Douglas - Senior Customer Service Agent (Alex311) - Alexandria, VA
28. Mary Frances Coryell - Chief Revenue Officer - CitiBot
29. Janice Quintana - Director of Business Development - Citibot
30. Steve Nichols - Partner - Gartner Consulting
31. Sherien Youssef - Managing Partner - Gartner Consulting
32. Trevor Baier - Associate Director - Gartner Consulting
33. Heather McGaffin - Deputy Director OUC - D.C. Joint 9-1-1 & 3-1-1
34. Timothy Kane - Emergency Communications Center Operations Manager - Arlington, VA
35. Jacob Saur - ECC Administrator - Arlington, VA
36. Joseph C. Cosentini - 311 Program Director - Baltimore County