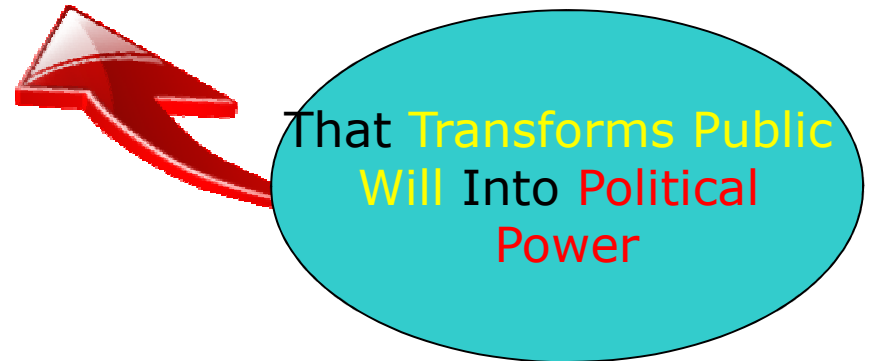


Creating and Managing a Successful Campaign



Maryland Citizens' Health Initiative and Health Care for All! Coalition



MARYLAND CITIZENS' HEALTH INITIATIVE

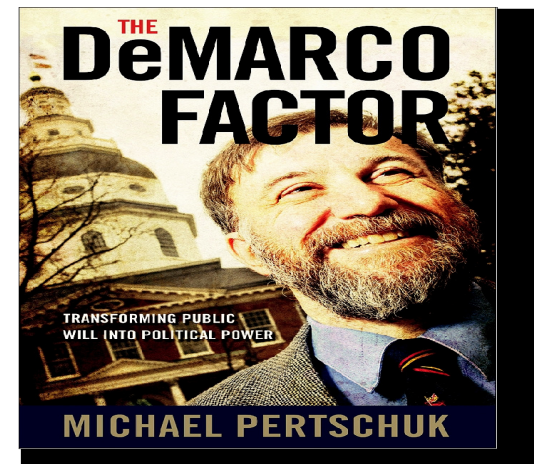
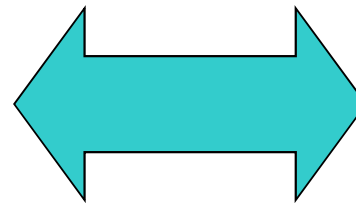
Objectives

- 6 steps of a successful campaign
- Apply 6 steps to the alcohol tax campaign
- What happens after the campaign is over
- Q & A



Stages of a DeMarco Campaign

- **Stage 1:** Devise an Evidence-Based Plan to Address a Problem
- **Stage 2:** Public Interest Polling
- **Stage 3:** Coalition Building



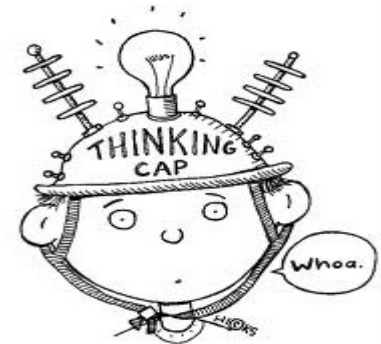
Stages of a DeMarco Campaign

- **Stage 4:** Media [Earned and Paid]
- **Stage 5:** Elections
- **Stage 6:** Pass the Legislation



Stage 1: Devise a Plan

- What are you trying to do? What is the problem?
- What does the scientific evidence say about the problem and solution?
- Based on the scientific evidence, what is the best way to address the problem?



What does the Scientific Evidence say?

- Alcohol is the leading drug problem among Maryland youth
 - 37 percent of 9th- 12th graders reported drinking in the past month, 19.4 percent reported binge drinking
 - 27 percent of Baltimore youth drank in the past month, 11 percent reported binge drinking. 62 percent of drinkers obtained the alcohol themselves.
- Alcohol is responsible for 1 out of 3 deaths of persons between the ages of 15 and 20 in Maryland every year

What does the Scientific Evidence Say?

- Alcohol causes 1,278 deaths and 7,470 violent crimes in Maryland every year
- 343,000 Marylanders met the criteria for alcohol abuse or dependence in 2007-2008



What does the Scientific Evidence Say?

Evidence suggests that:

- People increase their drinking when prices are lowered, and decrease their consumption when prices rise.
- Adolescents and problem drinkers are no exception to this rule.
- Increased alcoholic beverage taxes and prices are related to reductions in alcohol-related problems.



The Alcohol Tax

- Maryland had not raised an alcohol specific tax since 1972
 - Spirits since 1955
 - Beer and wine since 1972
- Taxes are a good way to raise revenue and promote public health



EUREKA!!

- Increase Maryland's alcohol excise tax by a dime a drink
- Use the revenue to fund
 - Health Care
 - Mental Health Services
 - Developmental Disability Services
 - Addiction Treatment and Prevention

More about this when we
get to the coalition
building piece



Who will pay the tax?

- 44 percent of the population (18 and above) do not drink
 - They will pay no additional tax
- 31 percent of the population drink in what CDC has termed a lower-risk fashion
 - They will pay on average \$10.83 cents per year in additional tax
- 25 percent of the population are higher-risk drinkers – heavy drinkers, binge drinkers, self-reported drinking-drivers
 - They will pay on average \$158.02 per year in additional taxes
- This 25 percent overwhelmingly earns more than \$50,000 per year

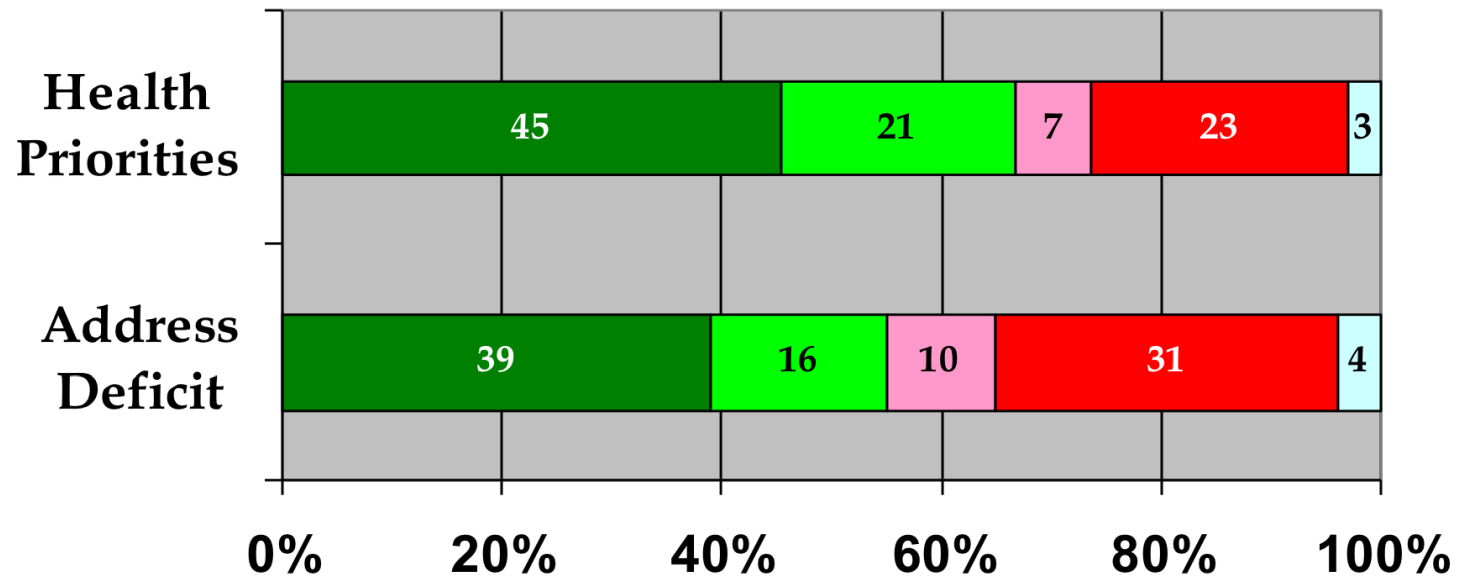
Stage 2: Public Interest Polling

- Commission a poll to determine if the public supports an issue.
- Poll results offer powerful persuasion to potential allies that this is a campaign that can be won.
- Sharing polling information with potential allies before it's publicly released will give people a sense that they are privileged insiders

OpinionWorks 2010 poll of likely voters

- “Would you favor or oppose an increased tax of 10 cents per alcoholic drink if the money was dedicated specifically to alcohol and drug treatment and prevention, health care for the uninsured, training for health care workers, and programs for people with developmental disabilities and mental health needs?” (If favor/oppose): “Do you feel that way strongly or not so strongly?”
- “Would you favor or oppose an increased tax of 10 cents per alcoholic drink to help address the state's budget deficit?” (If favor/oppose): “Do you feel that way strongly or not so strongly?”

Voter support for dime-a-drink Maryland 2010



Shift if one candidate supports and the other opposes...

Impact on Legislative Elections

	Voting for the Democrat	Voting for the Republican	Democratic Margin	Not sure/ Depends/ Split Ticket
Generic intended vote	37%	21%	+ 16%	42%
Democrat supports the alcohol tax, Republican opposes it	48%	24%	+ 24%	29%
Republican supports the alcohol tax, Democrat opposes it	27%	37%	- 10%	36%

"In the upcoming November election for state legislature, do you plan to vote for (rotate): [the Democratic candidate or the Republican candidate]?"

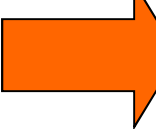
"If you knew that the Democratic candidate supported a dime a drink alcohol tax dedicated to the purposes I just described, and the Republican candidate opposed this proposal, for whom would you vote?"

"If you knew that the Republican candidate supported a dime a drink alcohol tax dedicated to the purposes I just described, and the Democratic candidate opposed this proposal, for whom would you vote?"

Stage 3: Coalition Building

- Coalition building is **part** of an overall campaign strategy.
- A strong, broad-based coalition will strengthen a campaign at each stage.
- It takes at least 2 years to build a coalition and educate the public about a specific issue.

Stage 3: Coalition Building

- Major mistake advocates make only talk to policy makers 
- Politicians need to know it's good politics to support an issue
- **Always** engage faith community



Faith Community: Coalition's Dream

- 4 critical reasons to involve the faith community:
 - Faith leaders have moral authority.
 - The faith community represents the "grassroots"
 - The media love stories of the faith community- especially in good v. evil issues
 - Faith groups bring diversity to the movement



Stage 3: Coalition Building

- It's important to recruit individual activists
- It's really important to recruit local, state and national organizations.
- Leaders are asked to sign a one-page resolution of support on behalf of their groups.



Coalition Building: Rule of Thirds

- The Rabid Third
- The Middle Third
- The Anti-Third



The Rabid Third

- The segment of the population who deeply support your campaign
- They'll show up at rallies, stuff envelopes, donate money, and recruit others





www.AffordableButtons.com

The Middle Third

- Those who support your campaign and identify with the issue
- If you ask them to do something, they may have other more important things scheduled
- May be willing to call their lawmakers, but may not attend rallies or donate money
- Still think that your campaign's a good idea





The Anti-Third

- This population disagrees with your campaign and dislikes everything about it
- They identify with your opponent and may actively work to oppose your efforts or be mildly opposed and sit on the sidelines.

Rule of Thirds

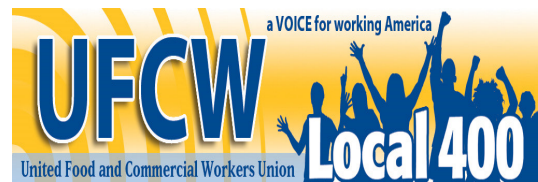
- Most people will not change from a “Middle” to a “Rabid” Third without a defining change.
- If you recruit the right groups to your coalition, you may get a lot of Rabid Thirds all at once.
- The issue must inspire the Rabid Thirds while still activating the Middle Thirds.

The Lorraine Sheehan Alcohol Tax Coalition

Our lead coalition partners:



Maryland Developmental
Disabilities Coalition



Alcohol Tax Coalition Supporters

*Coalition Names in **Red** = Faith Groups

- AARP Maryland
- Advocates for Children and Youth
- African American Democratic Club of Baltimore City
- American Association of University Women
- American Heart Association – Mid-Atlantic Affiliate/Maryland Chapter
- **American Jewish Congress – Maryland Chapter**
- The Arc of Maryland
- Baltimore City Healthy Start
- Baltimore City Substance Abuse Directorate
- Baltimore City Young Democrats
- **Baltimore Jewish Council**
- Baltimore Substance Abuse Systems
- Baltimoreans United In Leadership Development (BUILD)
- **Baltimore Washington Conference of the United Methodist Church**
- **Baptist Ministers Conference of Baltimore**
- **Calvert Interfaith Council**
- **Central Maryland Ecumenical Council**
- Chinese American Doctors Association, Inc.
- Collective Empowerment Group
- Community Behavioral Health Association of Maryland
- Community Health Integrated Partnership
- Cross Disability Rights Coalition
- Doctors for America-Maryland
- Eastern Shore Psychological Services
- **Episcopal Diocese of Maryland**
- Families USA
- Go-Getters Foundation
- Go-Getters, Inc.
- **Greater Homewood Interfaith Alliance**
- Health Care for the Homeless
- Healthy Howard
- Healthy Start Maryland
- **Howard County Muslim Council**
- IBEW Local 1900
- **Interdenominational Ministerial Alliance**
- **Jewish Community Relations Council of Greater Washington**
- JumpStart Concepts, Inc.
- Legislative Black Caucus of Maryland
- Lower Shore Clinic
- **Lutheran Office on Public Policy**
- Maryland Academy of Family Physicians
- Maryland Addictions Directors Council
- Maryland Association of Centers for Independent Living
- Maryland Association of Community Services
- Maryland Association of Core Service Agencies
- Maryland Association of Physician Executives
- Maryland Coalition of Families for Children's Mental Health
- Maryland Community Health System
- Maryland Developmental Disabilities Council
- Maryland Disability Law Center
- Marylanders for a Balanced Approach
- Maryland Group Against Smoking Pollution (MDGASP)
- Maryland Interfaith Legislative Committee (MILC)
- Maryland Mothers Against Drunk Driving
- Maryland Nonprofits
- Maryland Nurses Association
- Maryland Occupational Therapy Association
- Maryland PIRG
- Maryland Psychological Association
- Maryland Public Health Association
- Maryland Society of Addiction Medicine
- Maryland State Conference of Branches of the NAACP
- Maryland Women's Coalition for Health Care Reform
- Medicaid Matters Maryland
- Mental Health Association of Maryland
- Montgomery County Council
- Montgomery Health Care Action
- Mosaic Community Services
- National Alliance on Mental Illness of Maryland
- National Association of Social Workers – Maryland Chapter
- On Our Own of Maryland
- Park Upper School Student Body
- Pathways, Inc.
- People On the Go of Maryland
- Planned Parenthood of Maryland
- Planned Parenthood of Metropolitan Washington
- **Presbytery of Baltimore**
- Progressive Maryland
- Progressive Neighbors
- Safe and Sound Campaign
- SEIU State Council
- **Seventh-Day Adventist Church - North American Division**
- St. Luke's House
- **Towson Unitarian Universalist Church – Social Action Committee**
- **Unitarian Universalist Legislative Ministry - Maryland**
- Women's Law Center of Maryland, Inc.
- Women Legislators of Maryland
- Women's Suburban Democratic Club

The Resolution



SB 168/HB 121 - THE LORRAINE SHEEHAN HEALTH & COMMUNITY SERVICES ACT OF 2011

WHAT THE LORRAINE SHEEHAN ACT WOULD DO:

- Increase alcohol taxes by a dime per drink in the state of Maryland.
- Raise \$215.6 million in new revenues. The existing tax (which goes to the General Fund) will comprise 12.75% of total revenues after the increase; the remainder (new revenues) would be divided as follows:
 - 15% to Development Disability Support Fund, § 7-207 of the Health – General Article
 - 15% to the Addiction Treatment and Prevention Fund, § 8-207 of the Health – General Article
 - 15% to the Mental health Care Fund, § 10-209 of the Health – General Article
 - 42.25% to the Maryland Medicaid Trust Fund, § 15-103.6 of the Health – General Article, partly to fund health care coverage for childless adults; and partly to fund tobacco prevention and cessation programs and increased quality training opportunities for health care personnel.
- Avert 13,301 cases of alcohol abuse, 311 aggravated assaults and rapes, 59 incidents of severe violence against children, and 33 premature deaths every year.
- Create and preserve jobs in crucial sectors of healthcare and other state services.
- Reduce drinking among young people and heavy drinkers.

MARYLAND'S ALCOHOL TAXES CURRENTLY:

- The spirits excise tax was last raised in 1955, when Eisenhower was president.
- The beer and wine excise taxes were last raised in 1972, when Nixon was president.
- Current excise tax on beer is \$.09 per gallon, on wine is \$.40 per gallon and on spirits is \$1.50 per gallon. These are the equivalent of less than a penny (\$.0084) a drink for beer, and less than two cents a drink for wine (\$.0156) and spirits (\$.0176).
- Maryland's alcohol taxes are among the lowest in the nation. The spirits tax is 47th in the nation, the beer tax is 44th and the wine tax is 37th.
- From 1977 to 2006, the share of the state budget paid for by alcohol excise taxes has dropped sevenfold – from 0.7 percent to 0.1 percent.

WHAT RESEARCH ON ALCOHOL TAXES HAS FOUND:

- Recent polling by OpinionWorks shows that two-thirds of Marylanders support the dime a drink proposal.
- This dime a drink alcohol tax increase will lead to a modest 6.6% average increase in the price of alcohol, costing drinkers who do not drink in a risky way an average of \$10.83 per year.
- The research literature on cross-border shopping suggests that this increase will have an insignificant impact on the State's ability to raise the expected revenue and productivity gains alone will exceed any job losses in the alcohol industry (Jernigan, et. al., *The Potential Economic Effects of Alcohol Excise Tax Increases in Maryland*, 2011).

ALCOHOL IN MARYLAND

- 1,278 deaths per year and 7,470 violent crimes per year are caused by alcohol use in Maryland.
- 1 out of 4 Maryland high school students binge drinks. Alcohol causes 1 out of 3 deaths among young people in Maryland ages 15 to 20.
- Harmful use of alcohol costs the state of Maryland at least \$3.5 billion per year.

Simple Information



SB 168/HB 121 - THE LORRAINE SHEEHAN HEALTH & COMMUNITY SERVICES ACT OF 2011

WHAT THE LORRAINE SHEEHAN ACT WOULD DO:

- Increase alcohol taxes by a dime per drink in the state of Maryland.
- Raise \$215.6 million in new revenues. The existing tax (which goes to the General Fund) will comprise 12.75% of total revenues after the increase, the remainder (new revenues) would be divided as follows:
 - 15% to Development Disability Support Fund, § 7-207 of the Health – General Article
 - 15% to the Addiction Treatment and Prevention Fund, § 8-207 of the Health – General Article
 - 15% to the Mental Health Care Fund, § 10-209 of the Health – General Article
 - 42.25% to the Maryland Medicaid Trust Fund, § 15-103.6 of the Health – General Article, partly to fund health care coverage for childless adults; and partly to fund tobacco prevention and cessation programs and increased quality training opportunities for health care personnel.
- Save \$225.2 million annually in healthcare costs, avert 13,301 cases of alcohol abuse, 311 aggravated assaults and rapes, 59 incidents of severe violence against children, and 33 premature deaths every year.
- Create and preserve jobs in crucial sectors of healthcare and other state services.
- Reduce drinking among young people and heavy drinkers.

MARYLAND'S ALCOHOL TAXES CURRENTLY:

- The spirits excise tax was last raised in 1955, when Eisenhower was president.
- The beer and wine excise taxes were last raised in 1972, when Nixon was president.
- Current excise tax on beer is \$.09 per gallon, on wine is \$.40 per gallon and on spirits is \$1.50 per gallon. These are the equivalent of less than a penny (\$.0084) a drink for beer, and less than two cents a drink for wine (\$.0156) and spirits (\$.0176).
- Maryland's alcohol taxes are among the lowest in the nation. The spirits tax is 47th in the nation, the beer tax is 44th and the wine tax is 37th.
- From 1977 to 2006, the share of the state budget paid for by alcohol excise taxes has dropped sevenfold – from 0.7 percent to 0.1 percent.

WHAT RESEARCH ON ALCOHOL TAXES HAS FOUND:

- Recent polling by OpinionWorks shows that two-thirds of Marylanders support the dime a drink proposal.
- This dime a drink alcohol tax increase will lead to a modest 6.6% average increase in the price of alcohol, costing drinkers who do not drink in a risky way an average of \$10.83 per year.
- The research literature on cross-border shopping suggests that this increase will have an insignificant impact on the State's ability to raise the expected revenue and productivity gains alone will exceed any job losses in the alcohol industry (Jemigan, et. al., *The Potential Economic Effects of Alcohol Excise Tax Increases in Maryland*, 2011).

ALCOHOL IN MARYLAND

- 1,278 deaths per year and 7,470 violent crimes per year are caused by alcohol use in Maryland.
- 1 out of 4 Maryland high school students binge drinks. Alcohol causes 1 out of 3 deaths among young people in Maryland ages 15 to 20.
- Harmful use of alcohol costs the state of Maryland at least \$3.5 billion per year.

Simple Information



MARYLAND CITIZENS' HEALTH INITIATIVE

2600 ST. PAUL STREET BALTIMORE, MD 21218

P: (410)235-9000

F: (410)235-8963

WWW.HEALTHCAREFORALL.COM

Dime-a-Drink Alcohol Tax Increase: The Bottom Line

How much would the alcohol tax increase cost consumers if the tax was passed without any other additional increases like industry or retail mark-ups?



A "drink" of beer is a 12 oz.

BEER

With a dime-a-drink increase, a **six pack of beer would cost an additional 60 cents** and a case (4 six packs) would cost an additional \$2.40. The average cost for a six pack of beer in Maryland is now \$9.34, which would be \$9.94 with the dime a drink tax added.



A "drink" of wine is 5 oz.

WINE

A typical bottle of table wine contains about 5 drinks, so **a bottle of wine would cost an additional 50 cents**. The average cost for a bottle of wine in Maryland is now \$10.18, which would be \$10.68 with the dime-a-drink tax added.



A "drink" of liquor is 1.5 oz.

LIQUOR

A typical bottle of liquor (1.75 liters) contains about 39 drinks, so **a bottle of liquor would cost an additional \$3.90**. The average cost for a bottle of liquor in Maryland is now \$21.36, which would be \$25.26 with the dime-a-drink tax added.

Sources

National Institute on Alcohol Abuse and Alcoholism. What is a standard drink? National Institute of Health. Retrieved 01/24/2011 from: http://pubs.niaaa.nih.gov/publications/practitioner/pocketguide/pocket_guide2.htm.
Jernigan, D. & Waters, H. (2009) The effects of alcohol excise tax increases on public health in Maryland. Johns Hopkins Bloomberg School of Public Health. Retrieved 01/24/2011 from: http://healthcareforall.com/wp-content/uploads/2010/11/Alcohol_tax_report_11_23_09_FINAL.pdf.
Jernigan, D. & Waters, H. (2011) The potential economic effects of alcohol excise tax increases in Maryland. Johns Hopkins Bloomberg School of Public Health. Retrieved 01/24/2011 from: <http://healthcareforall.com/wp-content/uploads/2011/01/Abell2-report-FINAL-1.4-11a.pdf>.

Stage 4: Media

- Media are important at each stage of a campaign
- Press solidifies the coalition...it provides legitimacy
- Media attention helps educate the public, recruit potential coalition members and lets the legislators know what's going on without you telling them directly.



Stage 4: Media – Earned Media

- It takes time to build a coalition and it takes time to build relationships with the media
- Meet with journalists before the campaign is officially launched



Stage 4: Media – Paid Media

- Used the media for public education and coalition building by (the tobacco tax example):
 - Raising public awareness about dangers of smoking
 - Educating people about effectiveness of high taxes in diverting teenagers from smoking
 - Counteracting the wrong information from the tobacco companies

Alcohol Tax

○ Earned Media

- Launched campaign
- Released results of resolutions from candidates
- Released updated polling and report
- For support from prominent liquor store
- Faith and county executives rally
- Key endorsements
- In response to legislator support

Headlines Around Maryland

**Cumberland
Times News
Supporters continue
push for alcohol tax**

The Washington Post

AN INDEPENDENT NEWSPAPER

EDITORIALS

'The Cheap Drunk State'

Is that a fitting new motto for Maryland?

CALVERT RECORDER
Candidates asked
to make pledge
on alcohol tax

BALTIMORE
BUSINESS JOURNAL

Wednesday, August 18, 2010, 2:49pm EDT

EDITORIALS

Can you spare a dime?

General Assembly candidates back alcohol tax



Alcohol Tax: More Headlines

Health care group wins endorsement for liquor tax (*Sun*)

Early support for alcohol tax hike (*Daily Record*)

Alcohol tax hike gaining support (*The Gazette*)

Alcohol Tax: More Headlines

A dime a drink would help solve Maryland's budget

WOES (*WA Post*)

Time may be right for gas, alcohol taxes (*Baltimore Business Journal*)

Md should raise its alcohol tax to cut the deficit
(*WA Post*)

Senate leader: Md. will raise alcohol tax (*WA Post*)

Alcohol Tax: Editorials

What a dime buys *(Sun)*

The case for alcohol, tobacco tax hikes *(The Gazette)*

Let's get on the wagon and bring booze levy up to date *(Howard County Times)*

It's time for Md. To increase the tax on alcoholic beverages *(MD Daily Record)*

Stage 5: Elections



Make the issue an election issue by demanding that candidates for office endorse the Resolution which the coalition members have endorsed

Stage 5: Elections

- Send a resolution to every candidate running for office
- Let them know that you will educate the public about who supports the issue and who doesn't
- This is important because the poll shows that voters will vote, even vote out of party, for a candidate who supports the issue

Stage 5: Elections

- Coalition is now calling, writing, asking candidates at forums if they have or plan to sign the resolution
- Tap network of allies/coalition to find the right person to talk with wavering, indecisive and swing candidates
- Let candidates know if another credible candidate in the district signed



Alcohol Tax

- Sent resolution to every legislative candidate for office
- Established August 27 as the cutoff date to return the resolution
- Mobilize the coalition. Members went to:
 - Campaign events, community forums
- Candidates began to sign the resolution due to pressure (especially in tight races)

Alcohol Tax

Resolution results:

By August 27th: 147 candidates

After the Primary: 87 candidates

After Election: 75 election winners



Alcohol Tax: Opposition

- The alcohol lobby never challenged us during the 2010 election
 - Weren't organized
 - Used to back room dealings



Step 6: Pass Legislation

- Advocate to legislators to enact the policy
 - Rallies
 - Press Conferences
 - Hearings
 - Paid Media
- Continue to mobilize coalition



Step 6: Pass Legislation

Time to pull out all of the stops



"That's not what I meant when I said
let's pull out all the stops."

Alcohol Tax- HB 121/ SB 168

- Provided sample letters
- Identified and targeted legislators on key committees
- Conducted polling in key districts
- Had weekly coalition calls with lead partners
- Met with legislators and state leadership
- Radio ad

Alcohol Tax- HB 121/ SB 168

○ Rallies and Media

Sponsored by The Health Care for All Coalition, Central Maryland Ecumenical Council and Maryland State Conference of Branches, NAACP



TEN CENTS MAKES
SENSE

FAITH AND LOCAL LEADERS UNITED FOR A DIME A DRINK ALCOHOL TAX *ANNAPOLIS RALLY TO RAISE OUR VOICES*

Date: Wednesday, February 16

Time: 10 am to noon

Location:

St. Anne's Episcopal Church
Church Circle, Annapolis 21401

Buses Leave Baltimore From:
Faith Presbyterian Church

5400 Loch Raven Blvd
Baltimore 21239

(Enter Lot on Woodmont St off of
Woodbourne Rd)

Buses will board at 8:00 am to
leave Baltimore at 8:30 am

Sponsored by The Health Care for
All Coalition, Central Maryland
Ecumenical Council and Maryland
State Conference of Branches,
NAACP

RSVP to Rosanna Miles or Brooke
Hise
(410) 235-9000 (Phone)
rosanna@healthcareforall.com
brooke@healthcareforall.com

For more information on the
alcohol tax or the event go to :
www.healthcareforall.com



**Join Faith and Local Leaders, including
County Executives**

Ike Leggett and Rushern Baker:

To RAISE YOUR VOICES

Rally at Saint Anne's Episcopal Church

Followed by a Press Conference to show our
Legislators a

UNITED VOICE

In support of the "dime a drink" alcohol tax

Don't Miss the Bus

(Buses will return to Baltimore between 2-3 pm)

Refreshments will be served

A dime a drink increase
will:

- Save lives
- Reduce underage drinking
- Fund health care, mental health and developmental disability programs, and addiction prevention and treatment services
- Train health care workers

Alcohol Tax – HB 121/ SB 168

- At the hearings:
 - Dr. David Jernigan
 - Neil Bergsman
 - Legislative sponsors
 - Representatives from lead coalition groups
 - Other coalition members

Alcohol Tax – SB 994

- Tax switched from excise tax to sales tax
- Coalition had to discuss stance on new tax
- Had to tell legislators that coalition supported new approach

What next?

- What happens after the campaign is over?
 - Thank you
 - Media follow-up
 - Spread the good news far and wide
 - Make sure the job is done
 - Celebrate



Barriers to Success

- Every year, numerous states try to raise alcohol excise taxes
- Few succeed – why?
 - Lack of organizing
 - Lack of relevant public health data and spokespeople
 - Producers' industry opposition
 - The industry *knows* that increased taxes mean increased prices mean lower sales of alcohol
 - Consistent industry political donations and lobbying aim at keeping alcohol excise taxes from increasing

Things to consider

- Vinny DeMarco has a large network. What if you don't?
- If poll shows no public support, this model will not work.
- If your organization doesn't have money to do a poll:
 - Try to find money
 - Locate existing polling data

For Questions or More Information

Vinny DeMarco

President

demarco@mdinitiative.org

Brooke Hisle, MSW, LGSW

Coalition Director

brooke@healthcareforall.com

2600 St. Paul Street

Baltimore, MD 21218

(410)235-9000 (phone)

(410)235-8963 (fax)



MARYLAND CITIZENS' HEALTH INITIATIVE