United Way of Greater St. Louis, Inc.
2-1-1 Database Inclusion and Exclusion Policies

I. **Purpose and Structure of the United Way 2-1-1 Database**

A. The United Way 2-1-1 Database will include information and sufficient detail necessary to:

1) Facilitate matching individuals with health and human services appropriate services appropriate to their needs (support I&R functions);

2) Provide an "inventory" of government and voluntary health and human service efforts, based upon geographic or programmatic criteria (support community planning);

B. The United Way 2-1-1 Database shall conform to the database standards adopted by the Alliance of Information and Referral Systems (AIRS) in the "National Standards for Information and Referral," upon which national accreditation is based.

1) Standard 6: Data Elements;

- Unique record identification number;
- Code to identify the organization responsible for maintaining the record (to facilitate combination, in a single database, of records maintained by different organizations);
- Organization name (legal name) and AKAs including former name(s), popular names and popular acronyms;
- Street and mailing addresses (main location and branches);
- Telephone number(s) including TDD/TTY, Fax, web site address and electronic mail addresses;
- Hours and days of operation;
- Services provided and target populations served;
- Eligibility requirements and exclusions (e.g., age, gender);
- Documents which may be required by the organization for application (such as birth certificates);
- Geographic area served;
- Application process;
- Languages other than English in which the service is offered (bilingual staff or interpreter services);
- Legal status (e.g., nonprofit, government, for-profit, unincorporated group);
- Fee structure for service, if any (the phrase "sliding scale" may be sufficient; use "none" or the equivalent when applicable);
- Method of payment accepted (e.g., Medicaid, Medicare, private insurance);
- Name and title of the organization's administrator/director; and
- Date the information was last verified.
- Program capacity/units of service (e.g., number of persons the program can serve, number of shelter beds, number of training slots available);
- Access for people with disabilities or known barriers to such access; Licensing/accrediting bodies and type of licensing;
- Identification of local or national organizations with which an agency may be affiliated but whose title or acronym does not indicate this affiliation; and
- Title and/or name of the contact person for updating the record.
- Travel information such as cross streets and public transportation information;
- Title and/or name of the person (intake worker) who will assist the client.

2) Standard 7: Indexing The Resource Database/Search Methods

- Alphabetically by organization name (including related acronyms or abbreviations);

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- Type of service provided with extensive cross-references;
- Specific target population served, where applicable;
- Geographic area or political subdivision served; and
- Geographic location.
- Language(s) (other than English) in which the service is available;
- Fee structure (to allow for access to services that are available at no cost or on a sliding scale);
- Access for people with disabilities;
- Legal status of the organization (government, nonprofit, for-profit, unincorporated group);

3) Standard 8: Classification System.

I&R services in the United States shall use the AIRS/INFO LINE Taxonomy of Human Services (formally titled A *Taxonomy of Human Services: A Conceptual Framework with Standardized Terminology and Definitions for the Field*).

Accordingly, programs or services will be coded utilizing the AIRS Taxonomy of Human Services.

4) Standard 9: Database Maintenance

- The resource database shall be totally updated, at least annually, by surveys, telephone contact or on-site visits to organizations listed in the database. Records in the database shall include the date of last update.
- Procedures shall be in place for integrating interim information changes.
- Procedures shall be in place for identifying new agencies, acquiring required information about them and including them in the database.
- Update verification procedures shall be in place to ensure accuracy. The I&R service may, for example, request a signature on the update form.
- United Way 2-1-1 shall safeguard its resource database through duplication or computerized back-up. The back-up database shall be kept in a secure location where it will be protected from destruction or theft.

See Section V of this document.

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II.   **Inclusion Criteria**

A. General Scope: The primary focus of the United Way 2-1-1 Database shall be non-profit and government (tax-supported) health and human services; however, the United Way 2-1-1 Database may also include non-profit arts, cultural and environmental organizations, particularly those that may provide volunteer opportunities. The United Way 2-1-1 Database may include certain for-profit health and human service companies, provided they meet the criteria delineated in Sections III & IV of this document.

B. Geographic Scope: The United Way 2-1-1 Database will include organizations providing services to residents of the following counties in Missouri:

City of St. Louis	Harrison County	Pemiscot County
Adair County	Hickory County	Perry County
Atchison County	Holt County	Phelps County
Audrain County	Howard County	Pike County
Barry County	Howell County	Polk County
Barton County	Iron County	Pulaski County
Benton County	Jasper County	Putnam County
Bollinger County	Jefferson County	Ralls County
Boone County	Knox County	Randolph County
Butler County	Laclede County	Reynolds County
Callaway County	Lawrence County	Ripley County
Camden County	Lewis County	St. Charles County
Cape Girardeau County	Lincoln County	St. Clair County
Carroll County	Linn County	Ste. Genevieve County
Carter County	Livingston County	St. Francois County
Cedar County	McDonald County	St. Louis County
Chariton County	Macon County	Schuyler County
Christian County	Madison County	Scotland County
Clark County	Maries County	Scott County
Cole County	Marion County	Shannon County
Cooper County	Mercer County	Shelby County
Crawford County	Miller County	Stoddard County
Dade County	Mississippi County	Stone County
Dallas County	Moniteau County	Sullivan County
Daviess County	Monroe County	Taney County
Dent County	Montgomery County	Texas County
Douglas County	Morgan County	Vernon County
Dunklin County	New Madrid County	Warren County
Franklin County	Newton County	Washington County
Gasconade County	Nodaway County	Wayne County
Gentry County	Oregon County	Webster County
Greene County	Osage County	Worth County
Grundy County	Ozark County	Wright County

As well as the following Illinois counties currently being served by the United Way of Greater St. Louis:

Calhoun County	Jersey County	Monroe County

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Clinton County	Macoupin County	Randolph County
Greene County	Madison County	St. Clair County

C. <u>Organizational Types</u>: *See sections III and IV – the organizations must meet the criteria described in either Section III or IV.*

D. <u>Types of Human Services Included</u> – will generally conform to the structure of the AIRS/INFO LINE Taxonomy of Human Services. *See Part I, Section B3, Standard 8.*

B <u>Basic Needs</u>

Definition: Programs that furnish survival level resources including food, housing, material goods, transportation and temporary financial assistance for low and fixed-income, indigent, elderly or disabled people who are otherwise unable to adequately provide for themselves and their families. Also included are related services that are available to the community at large.

D <u>Consumer Services</u>

Definition: Programs that provide for the education and protection of individuals who purchase, use, maintain and dispose of products and services. Included are programs that establish and/or enforce pricing policies, credit reporting and debt collection practices, quality and safety standards for goods and services and other trade practices that affect the consumer; programs that provide information and/or counseling to help consumers manage their finances and make informed credit and purchasing decisions; and programs that provide access for consumers to fair hearings, mediation or binding arbitration when they have complaints regarding consumer products and services and appropriate remedies when their complaints are justified.

F <u>Criminal Justice and Legal Services</u>

Definition: Programs that promote and preserve the conditions that enable community residents to live in a safe and peaceful environment through the enforcement of laws that protect life and property and the administration of justice according to the principles of law and equity. Included are crime prevention programs as well as programs that investigate and make arrests for criminal behavior; provide support for witnesses to and victims of crimes; and provide for the arraignment, prosecution and defense, judgment, sentencing, confinement and eventual release and resettlement of offenders.

H <u>Education</u>

Definition: Programs that provide opportunities for people in the community to acquire the knowledge, skills, desirable qualities of behavior and character, wisdom and general competence that will enable them to fully participate in and enjoy the social, political, economic and intellectual life of the community.

J <u>Environmental Quality</u>

Definition: Programs that preserve, protect and, where possible, improve both the artificial and natural aspects of the physical environment and/or which develop and implement measures for accident prevention and intervention in the case of emergencies in order to promote the public health and safety and enable human beings to live in ecological balance and harmony with their surroundings.

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L   Health Care

Definition: Programs whose primary purpose is to help people in the community achieve and maintain physical well-being through the study, prevention, screening, evaluation and treatment of people who have illnesses, injuries or disabilities; and the provision of family planning, maternity and other services that relate to human reproduction.

N   Income Security

Definition: Programs that provide for the economic needs of the community by helping those who are able and willing to prepare for and obtain gainful employment; by securing public assistance and support for the eligible needy; and by ensuring that retirees, older adults, disabled people and other eligible individuals receive the social insurance benefits to which they are entitled.

P   Individual and Family Life

Definition: Programs that promote the personal, social and spiritual development of people in the community by providing services that replace or supplement the care and support that is generally available through the family unit, and by offering social, religious and leisure-time activities that are personally satisfying and lead to optimal social functioning.

R   Mental Health Care and Counseling

Definition: Programs that provide preventive, diagnostic and treatment services in a variety of community and hospital-based settings to help people to achieve, maintain and enhance a state of emotional well-being, personal empowerment and the skills to cope with everyday demands without excessive stress. Treatment may include emotional support, introspection and problem-solving assistance utilizing a variety of modalities and approaches, and medication, as needed, for individuals who range from the severely chronically mentally ill through those who are experiencing difficult life transitions or who are having problems in coping with daily living.

T   Organizational/Community Services

Definition: Programs that provide any of a broad spectrum of services for the community as a whole including opportunities for individuals or groups to participate in community improvement or service projects, to have a voice in the political process, to have access to information services, or to benefit from the availability of a variety of services for residents, travelers, newcomers, community agencies, organizations, businesses and industry.

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III.   **Non-Profit Organizations (tax-exempt or government-supported)**

Organizations that meet the following criteria are automatically considered for inclusion in the United Way 2-1-1 Database.

A. Organizations that meet the requirements under 501(C)(3) of the Internal Revenue Code of the Internal Revenue Service as a tax exempt charitable organization. This includes the following:

"501(c)3 - Corporations, and any community chest, fund, or foundation, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition (but only if no part of its activities involve the provision of athletic facilities or equipment), or for the prevention of cruelty to children or animals, no part of the net earnings of which inures to the benefit of any private shareholder or individual, no substantial part of the activities of which is carrying on propaganda, or otherwise attempting, to influence legislation (except as otherwise provided in subsection (h)), and which does not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office."

B. Organizations that meet requirements under 501 (C) (4) through 501 (C) (8) of the Internal Revenue Code of the Internal Revenue Service as tax exempt organizations. This includes:

"501(c)(4)-Civic leagues or organizations not organized for profit but operated exclusively for the promotion of social welfare, or local associations of employees, the membership of which is limited to the employees of a designated person or persons in a particular municipality, and the net earnings of which are devoted exclusively to charitable, educational, or recreational purposes."

"501 (c)(5) Labor, agricultural, or horticultural organizations."

"501 (c)(6) Business leagues, chambers of commerce, real-estate boards, boards of trade, or professional football leagues (whether or not administering a pension fund for football players), not organized for profit and no part of the net earnings of which inures to the benefit of any private shareholder or individual."

"501 (c)(7) Clubs organized for pleasure, recreation, and other nonprofitable purposes, substantially all of the activities of which are for such purposes and no part of the net earnings of which inures to the benefit of any private shareholder."

"501 (c)(8) Fraternal beneficiary societies, orders, or associations -

(a) operating under the lodge system or for the exclusive benefit of the members of a fraternity itself operating under the lodge system, and

(b) providing for the payment of life, sick, accident, or other benefits to the members of such society, order, or association or their dependents."

C. Organizations that have met requirements under 501(C)3 of the Internal Revenue Code of the Internal Revenue Service under the tax-exempt status of a larger, "parent" charitable organization.

Examples: The organization is "covered" under the 501(c)3 of Catholic Charities USA or the National Benevolent Association of the Disciples of Christ.

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D. Public, tax-supported agencies and institutions, including those operated by local, municipal, county, state & federal agencies.

E. Schools providing preschool, elementary and secondary education that meet one of the above criteria A-D (either nonprofit or public, tax-supported institutions.)

F. Colleges and universities providing post-secondary education that meet one of the above criteria A-D (either nonprofit or public, tax-supported institutions.)

G. Hospitals & health care agencies that meet one of the above criteria A-D (either nonprofit or public, tax-supported institutions.)

H. Churches, synagogues, mosques or other religious institutions

I. Organizations comprised entirely of volunteers, which exist for charitable purposes or for mutual support (ie. Support or self-help groups, PTO's, neighborhood associations) who have not filed for tax exemption because they do not generate revenue.

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United Way of Greater St. Louis, Inc.
2-1-1 Database Inclusion and Exclusion Policies

IV.   **For-Profit Organizations/Services**

Certain for-profit organizations will be <u>considered</u> for inclusion in the United Way 2-1-1 Database provided that they meet criteria A and B, <u>and</u> at least one of C, D, or E of the following criteria:

A. They are incorporated in the State of Missouri or Illinois, or in the case of national companies, legally incorporated in the state in which they operate.

B. If appropriate, they are licensed to provide the service they offer; ie. Nursing homes, mental health services, etc. and can provide documentation or proof of such licensing. If hospital or direct health care institution, they must:

1. Meet the accreditation standards of the Joint Commission for the Accreditation of Health Care Organizations, and
2. Accept Medicare/Medicaid.

C. They offer a unique health or human service NOT provided by a government or nonprofit entity, or

D. They offer a significant, "needed" service to the public or to nonprofit organizations <u>free of charge or with client fees underwritten by contract with a government or non-profit entity</u>. This service must not be tied to the purchase of another fee-based product or service. The company's fee-based services will NOT be included in the "United Way 2-1-1 Database".

E. They are a licensed service vendor for City, County or Municipal Government; the State of Missouri or Illinois, the Federal Government. Includes MC+ and Medicare HMO vendors.

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V.   Updating/Authorization of Use

A.   Organizations are responsible for completing a comprehensive questionnaire detailing their organization's administrative and site information, and all programs or services.

B.   Organizations must complete and sign an annual Authorization/Release form, certifying that:

- The organization continues to meet the criteria for inclusion in the United Way 2-1-1 Database detailed in Sections III & IV of this document;
- That the information provided is accurate;
- That the United Way is authorized to use the information provided in the United Way 2-1-1 Database and its related I&R products and services, including the 2-1-1 web page;
- That the organization has not been found guilty of fraud;
- That the organization does not discriminate against clients in provision of services on the basis of race, religion, gender or national origin.

C.   Organizations included in the United Way 2-1-1 Database are responsible for notifying the United Way of any significant changes in the services that they provide as they occur throughout the year. Significant changes include such changes as address, telephone number, key staff, etc. or programmatic changes such as the addition or discontinuation of services. Notification may be done by telephone, fax, post or e-mail.

D.   The United Way will provide (by mail, e-mail or fax) a comprehensive, printed profile at least once per year for the purpose of reviewing the organization's listing and authorizing it's use in the United Way 2-1-1 Database and its I&R products. The organization must respond by fax, post or e-mail with any needed changes and return a signed Authorization/Release form.

E.   The United Way will actively update certain types of services on a more frequent schedule (between annual updates); examples include food pantries, utility assistance and housing payment assistance programs.

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VI.   **Complaints**

The United Way of Greater St. Louis is not a licensing or accrediting body for nonprofit or for profit organizations, and therefore is not qualified to make qualitative judgements about the organizations included in the United Way 2-1-1 Database. Individuals wishing to make complaints about agencies will be referred to appropriate consumer protection agencies; ie. Better Business Bureau, Attorney General, etc. or, when relevant, to the appropriate licensing or accrediting body.

However, when complaints are made regarding agencies receiving United Way funds, the offended individual will be referred to the appropriate local United Way.

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VII.   **Removal of Profiles from the United Way 2-1-1 Database**

Inclusion in the United Way 2-1-1 Database should be viewed as a privilege rather than a right. The United Way reserves the right to remove any agency from the United Way 2-1-1 Database at any time, for any reason. However, the following circumstances will result in immediate removal from the United Way 2-1-1 Database:

A. The agency fails to respond to requests for update and verification for more than 15 months.

B. The agency's status changes such that it no longer meets the inclusion criteria delineated throughout this document.

C. Failure to deliver service, a finding of fraud, misrepresentation and/or discrimination.

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VIII. **Appeals**

Appeals of this Inclusion/Exclusion Criteria, or of a decision to exclude or remove an agency from the United Way 2-1-1 Database may be made to the following individuals, in this order:

A. United Way 2-1-1 Resource Manager
B. United Way 2-1-1 Director
C. United Way President or COO
D. Chair, United Way 2-1-1 Advisory Committee
E. United Way Executive Committee

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IX.   **Disclaimer**

Inclusion in the United Way 2-1-1 Database does not imply United Way membership, funding or endorsement, nor does it guarantee any client referrals will be made by the United Way 2-1-1 or by agencies utilizing the United Way 2-1-1 Database for case management or referral purposes.

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DESCRIPTION OF PROPOSED 2-1-1 EVALUATION PLAN

This section outlines the evaluation plan to measure the results of the United Way of Greater St. Louis 2-1-1 System. The proposed 2-1-1 system is designed to increase the state of Missouri's capacity to connect people to needed health and human services by collecting, organizing, and disseminating information to residents seeking and wanting to give assistance. The benefits of this 2-1-1 system are:

1. Missouri residents know to call 2-1-1 for information on health and human services.
2. Residents have access to high-quality information and referral services, particularly those Missouri counties who previously were un-served by I&R programs
3. Inquirer data is gathered for use in determining service gaps, trends, unmet needs, etc.

The outcomes of the United Way of Greater St. Louis 2-1-1 model to be assessed are as follows.
 ➢ Number and percentage (establish baseline and set targets accordingly) of Missouri residents contact 2-1-1 for information about health and human services
 ➢ Increase access to high quality Information & Referral/2-1-1 services; establish access to high quality I&R services to Missouri counties (establish baseline and set targets accordingly)
 ➢ Increase inquirer satisfaction with 2-1-1 call experience (establish baseline and set targets accordingly)
 ➢ Increase the use of the 2-1-1 web site for information about resources and 2-1-1 usages (establish baseline and set targets accordingly).

The evaluation will also focus on substantiating:

 • factors that impact the success of the 2-1-1 system
 • programmatic dynamics that impact implementation and outcomes achieved, such as having a centralized 2-1-1 Call Center and using data hubs
 • 2-1-1 programming operates as planned and inquirer impact as is achieved as anticipated.

Evaluation Design and Methodology
The evaluation will include process and outcome assessments using a combination of qualitative and quantitative methods and reflecting the different phases of the system's development (i.e., systems set-up, establishing baselines, and measuring impact). Baseline data will be collected beginning with the "soft launch" phase of implementation, tentatively, July 2007 and will continue through July 2008. The information collected shall consist of call records, inquirer profile data, and documentation of system implementation. Other methods will include telephone surveys and follow-up call interviews. The format and design of measurement tools shall draw upon existing instruments for information and referral programs.

The following tables display the output and outcome measures to be evaluated.

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System Implementation	Outputs	Unit Measures
Functionality	"Data Hubs" operational	Facilities, staff, equipment, etc.
	Communication – Coordination	Protocols, policies and practices
Staffing	Number of staff trained; hours of training	People and hours
Data Collection and Maintenance	Resource Database	Agency profiles
	2-1-1/AIRS I & R Standards	Compliance to standards
Marketing / Promotion	Number and type of promotional activities	Number of activities

Program Operations	Outputs	Unit Measures
Inquiries	Number of inquiries (volume)	Number of people/inquirers
	Length of calls	Minutes
	Type of calls/inquiries	Number of inquiries by category
	Response time / Speed of answering calls	Minutes
	Abandonment rate	Number of calls abandoned
Call Responses	Number of referrals made	Number of agencies/contact inf.
	Number of inquirers referred	People
Web Inquiries	Number of web site hits (volume)	Number of hits, downloads, etc.
Inquirer Demographics	Caller characteristics (geographic origin, age, gender, special needs, etc.)	Number by category

	Outcomes	Indicators
Resource Database	Criteria met for core information and data elements (level of descriptive information collected; standards for maintenance, accessibility, and classification)	Track AIR/ 2-1-1 standards met; Track AIRS/2-1-1 required data elements met
	Information is complete and accurate	Track documentation of information shared
High Quality Service Delivery	Calls spend no more than an average of two minutes (120 seconds) in queue before connection to specialist	Track average length of time in queue
	Information provided was pertinent to inquirers needs	Track documentation of inquirers' presenting needs and information provided
	Compliance to AIRS Standards	Track AIR/2-1-1standards met
Referrals	Inquirers connected/linked with appropriate services	Track number of "warm" transfers
	Referral was pertinent to inquirers' needs	Track caller responses regarding IR staff correctly understanding caller's presenting needs

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Caller/Customer Satisfaction	Inquirers report assistance was helpful and met expectations	Track caller responses regarding being provided viable options; made aware of next steps toward resolving the presenting need; feeling their need was assessed accurately; feeling engaged; etc.
	Inquirers report they would call again	Track number of repeat inquirers within a given time period
Utilization of 211 Information	Increase community engagement to use 2-1-1 information (information about service provision, gaps, and shortages; unmet needs; trends regarding profiles of inquirers, service requests, etc.)	Track number of web site hits to access or download 2-1-1 usage data

Data Collection and Analysis
A combination of qualitative and quantitative data collection methods will be used. There will be three data sources.

1. Call data will be captured as part of the telephone call transaction data system.
2. Inquirer data will be documented by I&R/2-1-1 Specialists and entered into a database. This data will be compiled from computer-based call tracking forms utilizing coded forced-response items according to planned protocols and procedures. Open-ended items will also be used to allow for opportunities to gain broader and richer information. This data will consist of information gathered during the call, upon call exit, and during targeted follow-up calls.
3. Other potential data sources include agencies, community partners, and the general public. This data will consist of information gathered through targeted surveys, and general records and documentation.

An appropriate analysis scheme will be developed for the closed and open-ended items, and where possible, both descriptive and inferential statistics will be utilized to assess both the 2-1-1 system processes and outcomes. Existing I&R data sources will be identified for comparative analysis, and data will be collected to establish baselines for the following factors.

- Call volume
- Types of inquiries or arrays of individual problems and needs
- Inquirer demographics
- Geographic origin

This data shall be assessed as trends in raw numbers, percentage-change fluctuations, or assessed against geographic or demographic data.

Reporting
Monthly, quarterly, and annual reports covering evaluation activities will be generated for examination and review by stakeholders. The reports will consist of monitoring activities (set-up

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and implementation), updates on progress toward achieving key performance indicators, and analysis of program impact.

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NAME: I & R Specialist	DIVISION: 2-1-1

Instructions: Use the following to outline your individual goals, metrics and tasks toward achieving your Division's metrics to accomplish the organization's Strategic Priorities. Please specify the Strategic Priority Area and Organizational Goal; and the Division goal and strategies. Then state your individual goals, activities/tasks, timeline and measurements.

Strategic Priority #	QUALITY AGENCY PARTNERSHIPS
Organizational Goal	Maintain our system of Quality Agencies committed to being a "partner" with us
Division Goal/Metrics	Fully implement agency tracking process to determine outcomes of 2-1-1 referrals to United Way of Greater St. Louis Agency Partners
Division Strategies	Expansion of Agency Awareness of 2-1-1's Value Proposition & Re-focus Resource Specialist Role to Drive Key Partnerships Around the State
Individual Goal	**Achieve a score of 85% on closure scores and schedule follow ups with 5% of qualified calls.**
Activities and Tasks	
1	Adhere to closure procedures
2	Schedule follow ups with 5% of qualified calls and document appropriately
Timeline	12/31/2013
Measurements:	85% goal achieved on closure beginning 2nd quarter and continuing through the 4th quarter. Schedule follow up on 5% of qualified calls and document eligible calls.

Strategic Priority #	STAFF DEVELOPMENT
Organizational Goal	Continue to build an engaging platform for staff that position both in their highest and best use
Division Goal/Metrics	Staff Empowement and Performance
Division Strategies	Staff Development for Management Team
Individual Goal	**Attend trainings provided by management**
Activities and Tasks	
1	Document trainings received
Timeline	12/31/2013
Measurements:	Attend and document trainings provided.

Strategic Priority #	REGIONAL LEVERAGE
Organizational Goal	
Division Goal/Metrics	
Division Strategies	Continue to be a leader in the region / state by taking on appropriate leadership roles
Individual Goal	**Use new Service Point system properly to document calls**
Activities and Tasks	
1	Attend training sessions
2	Document calls appropriately using new system
Timeline	6/30/2013
Measurements:	Complete Service Point training, can demonstrate how to document three basic call types (Referral, Non-Referral and Crisis) on own.

INDIVIDUAL WORKPLAN

Strategic Priority #	STAFF DEVELOPMENT		
Organizational Goal			
Division Goal/Metrics			
Division Strategies			
Individual Goal	**Meet individual departmental goals**		
Activities and Tasks			
	1	Achieve an average of 85% or better on CARE scores	
	2	Achieve an average of 4.5 on satisfaction surveys	
	3	Be available to take calls an average of 75% of worktime	
	4	Mark an average of 90% of referral calls for satisfaction surveys	
	5	Talk time average of 5-7mins	
	6	Average 3% or less absences and < 15% tardiness	
Timeline	12/31/2013		
Measurements:	Achieve all metric goals as outlined above.		

Strategic Priority #	VOLUNTEER DEVELOPMENT
Organizational Goal	Continue to build an enhanced sense of ownership for volunteers and an engaging platform for
Division Goal/Metrics	Maintain, recruit and train a base of 20 2-1-1 Community Volunteers
DivisionStrategies	Volunteer Development
Individual Goal	**Support training of volunteers and new staff**
Activities and Tasks	
1	Providing training to volunteers as assigned
2	Shadow and be shadowed by volunteers
3	Act as mentor to volunteers and new staff during shifts
Timeline	9/30/2013
Measurements:	Complete assigned training sections and attend volunteer planning meetings as assigned.