

United Way of Greater Kansas City

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UTILITY OPERATIONS
DIVISION

Manager
Telecommunications Department
Missouri Public Service Commission
200 Madison Street, PO Box 360
Jefferson City, MO 65102-0360

Attached is the annual report of United Way of Greater Kansas city 2-1-1 submitted as part of the authorization requirements. Please contact me if any additional information is needed.

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United Way of Greater Kansas City 2-1-1
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United Way 2-1-1 of Greater Kansas City Annual Report
Telecommunications Manager, Missouri Public Service Commission
August 03, 2016

Manager
Telecommunications Department
Missouri Public Service Commission
Governor Office Building
200 Madison St.
Jefferson City, MO 65102-0362

Re: Annual Report for Fiscal Year July 1, 2015 through June 30, 2016

Greetings:

On January 13, 2013, The United Way of Greater Kansas City, Inc., (UWGKC) f/k/a The Heart of America United Way, Inc. was re-authorized by the Commission in Case No. AO-2014-0093 to serve as a Missouri Information and Referral (I&R) Provider. The provisions of 4 CSR 240-32.200 require the filing of an annual report with your office. Pursuant to that rule we submit the following and trust that this form will be acceptable. As noted in the report submitted for FY July 1, 2009 through June 30, 2010, HAUW merged with three other metropolitan United Ways to become the United Way of Greater Kansas City (UWGKC) in July 2007.

Operational Statistics

The following is a summary of operational statistics between July 1, 2015 and June 30, 2016:

- Service provided 24 hours per day, 7 days a week.
- Optimal Interpreter Services is available in 170 languages 24 hours a day.
- Deaf relay service is available in Missouri by dialing 7-1-1.
- United Way 2-1-1 utilizes an ACD telephone system in conjunction with the ShoreTel Call Management System. United Way 2-1-1 currently records 100% of its phone calls for monitoring for proper protocols and proper service delivery. All calls are confidential and the system is in a secured server protected by systems in place at the United Way of Greater Kansas City internal IT department.

The ShoreTel call management software allows real time metrics to monitor, document and report performance. United Way 2-1-1 has established service levels of:

- 1) Grade of service: 75% of calls will be answered with 90 seconds.
- 2) Abandoned calls will be 10% or less.
- 3) The average wait time will be less than 60 seconds.

- Although data varies hour to hour, week to week based on call volume; an example of a weekly data report would show the following:

Week of Sunday May 22, - Saturday May 28, 2016

| | |
|----------------------|-------|
| Calls offered in: | 2,325 |
| Calls answered: | 2,128 |
| Calls answered live: | 91.5% |
| Average answer time: | :25 |

| | |
|-----------------------------|------|
| Average call time (M:S): | 5:20 |
| Calls abandoned: | 190 |
| Average abandon time (M:S): | 1:31 |
| Percent abandoned: | 8.1% |
| Grade of service: | 97.1 |

■ Kansas City data for July 1, 2015 – June 30, 2016:

| | |
|--------------------------|----------|
| Total calls: | 108, 219 |
| Calls answered: | 93,904 |
| Percent answered: | 87% |
| Calls abandoned: | 14,055 |
| Percent abandoned: | 13% |
| Overflowed to voicemail: | 13 |
| Average answer time: | 1:14 |
| Grade of service: | 73.7%* |

*Estimated due to loss of one month's grade of service data

- UWGKC 2-1-1 has after-hours contracts with United Way of The Plains in Wichita, 2-1-1 St. Louis, and United Way of Utah to provide call handling services during evening, overnight and weekend hours. Contract calls do not impact UWGKC 2-1-1 service level due to the lower call volume in the later evening and weekend.

Total after-hours contract calls for July 1st, 2015 – June 30th, 2016

| | |
|----------------------|--------|
| Wichita | 7,061 |
| St. Louis | 6,997 |
| Utah | 7,944 |
| Total Contract Calls | 22,002 |

- Calls were received from Missouri and Kansas. Callers by geographic area, top 10 counties:

1. Jackson, MO
2. Wyandotte, KS
3. Johnson, KS
4. Clay, MO
5. Platte, MO
6. Cass, MO
7. Buchanan, MO
8. Leavenworth, KS
9. Pettis, MO
10. Lafayette, MO

■ Top 10 Needs/Requests:

1. Electric bill assistance
2. Rent payment assistance
3. Gas bill assistance
4. Water bill assistance
5. Food pantries

■ Top 10 Unmet Needs/Requests:

1. Electric bill assistance
2. Rental deposit assistance
3. Rent payment assistance
4. Tax preparation assistance
5. Gas bill assistance

6. Tax preparation assistance
7. Community shelters
8. Rental deposit assistance
9. Holiday gifts
10. Prescription expense assistance

6. Water bill assistance
7. Community shelters
8. Food pantries
9. Bus fare
10. Homeless motel vouchers

Note: The United Way 2-1-1 definition of “unmet need” is that no referral was available to the caller at the time of the actual call. This could be for several reasons such as: funds currently not available, requested service was not available in the caller’s service area, agency suspended the needed program or service for that time period, and other reasons. United Way 2-1-1 always attempts to assist the caller with any other need that may have an available resource.

- United Way 2-1-1 conducts follow-up calls to more than 4% of those calls where at least one referral was provided. Follow up data indicates that 87% of callers contacted the referral point, and that 98% were satisfied with the United Way 2-1-1 service and 99% of callers would recommend 2-1-1 to others. Of interest is that follow up indicates that 97% of all referral information provided by United Way 2-1-1 is accurate.

Operational Updates

- Staffing: 1 Director, 1 Call Center Manager, 1 Resource Center Manager, 1 full-time Resource Specialist, 1 full-time Resource and Referral Specialist, 1 Veterans Navigator, 1 Older Adult Specialist, 1 Quality Assurance Specialist, 5 full-time and 15 part-time Call Specialists as of June 30, 2016. The total call center staff during reporting period was 27.
- Two Call Specialists and the Call Center Manager have completed the certification process for AIRS Certified Information and Referral Specialist, four Call Specialists were recertified. The Director has completed a nationally recognized Certified Call Center Manager course.
- The Director oversees the entire operation of United Way 2-1-1 which includes the Call Center, the Resource Center and the advocacy programs which include the Older Adult Specialist and Veteran’s Navigator.
- The Call Center Manager supervises the 24/7 operation of the Call Center and is responsible for employee selection, training, coaching and counseling, work force management and the physical operations of the call center
- The Call Center Manager has the ability to monitor and record calls in order to provide ongoing coaching and training to Call Specialists. As part of United Way’s 2-1-1 quality assurance program, all call recordings are graded monthly for accuracy and service delivery protocols.
- A new more comprehensive Quality Assurance Program was developed by the Call Center Manager to better monitor and coach the Call Specialists to improve customer service. The program continues the evaluation of call recordings while adding live monitoring and call record evaluation.
- To improve the call center work environment, a flat monitor is mounted at the front of the Call Center which provides real time tracking of calls and the current status of Call Specialists. This allows the Specialists to see how many calls are holding. Dual monitors have also been installed in each work station to assist the Call Specialists in finding information faster across multiple

databases. Large screen monitors were installed at two of the work stations to accommodate Call Specialists with visual impairments.

- The Resource Manager supervises the Resource Center. The Resource Center maintains the resource database through additions, deletions, categorization of services and formal updates of all information by contacting agencies and organizations to verify data on available services. The technical aspect is working with the actual software and training staff on properly using software to provide the most accurate information available at the time of the call. This also includes the public online searchable database (211kc.org) and planned future applications such as texting, live chat, or a mobile app.
- The Resource Center Manager additionally collaborates with communities and organizations in the 2-1-1 service area to facilitate system change and more efficient access to services. The Resource Center Manager also provides reports on community needs and demographics to assist with grant applications, implementation of new programs and other requests to organizations such as the FDIC, Missouri Department of Mental Health, Jewish Family Services, Mid-America Regional Council and Kansas City Power & Light.
- The Resource Center Manager and other members of the resource team continue ongoing community outreach and search for resources. Team members attend community information sharing meetings such as the local county Caseworker Resource Collaboration, Hungry & Homeless Coalition and the Community Information Exchange, as well as I&R topic specific groups such as the Homelessness Task Force, Safe Havens Coalition and the Cover KC Health Insurance Marketplace Coalition.
- The Director performs the duties of Emergency Management Coordinator (EMC) and is responsible for several facets of the 2-1-1 operations relating to emergency and disaster response, including: developing and maintaining emergency resources in the database, planning for and managing emergency operations of the 2-1-1 call center and developing continuity of operations plans. The EMC is involved in communicating and coordinating with emergency management agencies in emergency and disaster response, attending emergency management agency meetings and engaging in community outreach and education in emergency preparedness. The EMC maintains emergency and disaster related services in the resource database such as cooling and warming centers, emergency shelters, relief centers, and mass immunization sites. Because of the close working relationships with governmental agencies the EMC also maintains government entries in the database. The EMC also locates new resources for entry into the database.

Keeping the 2-1-1 Call Center open under emergency conditions has been another aspect of operation where the EMC is involved. When major winter storms threatened the 2-1-1 service area, the EMC tracked the weather and assisted in developing and implementing backup plans for continuous operations. Remote terminals were distributed and selected staff was able to work from home when streets were impassable. During one 24 hour period, the Call Center operated primarily from remote locations. The number of remote terminals was increased from eight (8) to fourteen (14) to increase capacity. The Call Center has a 100kW backup generator to provide power to the Call Center in a disaster or emergency. After a damaging storm in April 2016 that caused power outages throughout the Kansas City metropolitan area, 2-1-1 was able to operate continuously, running on the backup generator for over 4 hours. Contingency plans are developed to relocate the Call Center to a back-up location if necessary and this was tested during the generator installation. The 2-1-1 Call Center now has several layers of resiliency and the EMC is responsible for maintaining the plans.

During the spring storms of 2016, the 2-1-1 EMC was involved in coordinating with the Red Cross, Salvation Army and KC VOAD in relief efforts for the Ferrelview, MO flooding in May. Community resources were located for victims displaced by flooded buildings and the information on these services was quickly available to 2-1-1 callers.

UWGKC 2-1-1 takes the overnight and weekend calls for St Louis 211. During the late December flood disasters in Southern and Eastern Missouri, UWGKC 2-1-1 assisted flood victims in St Louis' service area by completing disaster intake forms and providing resource information to community members.

- To meet the needs of the growing older adult population, UWGKC 2-1-1, in collaboration with Jewish Family Services, developed a position of Older Adult Specialist (OAS). A grant through the Health Care Foundation was obtained for this position. The OAS works as a Call Specialist connecting older adults with community resources and providing advocacy assistance when necessary. The OAS maintains older adult programs in the resource database to ensure they are up-to-date, and seeks new resources in the community through networking with social service and health care agencies. The Older Adult Specialist received Older Adult/Disabilities certification from the Alliance of Information and Referral Services in May.
- UWGKC 2-1-1, working under a grant with the Mid America Regional Council and the Health Care Foundation, facilitated signups for the Health Insurance Marketplace through the Affordable Health Care Act by informing all callers in December – February about the marketplace open enrollment period and made 621 referrals to Certified Application Counselors at non-profit agencies.
- UWGKC 2-1-1 is working with Children's Mercy Hospital and local home visiting providers to establish 2-1-1 as the centralized initial intake and referral system for an initiative called Promise 1000 ensuring that eligible families are served by the most appropriate home visiting program to meet their identified needs. The OAS and Call Center Manager are trained to use the web-based data system at Children's Mercy Hospital which contains all eligibility requirements of the participating programs. This centralized system establishes an equitable intake and referral process, with a decision tree, including sequential referrals if families are eligible for concurrent programs.
- UWGKC 2-1-1 has been involved in community discussions in the Metro area concerning homelessness coordinated intake and assessment, diversion, and housing location. The Homeless Coalition of Greater Kansas City invited vendors to submit an RFB (request for bid) to move towards a comprehensive HMIS (homeless management information system). United Way's community position is to collaborate and work alongside our partners. No decision has yet been made on what software this system will use, so United Way's involvement is on hold until this decision is made.
- UWGKC 2-1-1 continues to promote the online searchable database, United Way 2-1-1 Online, as a centralized place to find resources. This site is available to the public and averages over 2,700 user sessions per month. Training is available to organizations planning to use the site and an instructional flyer has been developed. The database can be accessed at 211kc.org.
- A full-time Veterans Navigator came aboard on July 14, 2014. The Navigator has been helping veterans and their families maneuver through the maze of health and human services to locate needed services, whether from private or non-profit agencies assisting veterans. The Navigator also maintains all resource records that pertain to veteran specific organizations and programs

from non-profits for veterans. The Navigator has been making contacts in the community and becoming known as a resource to the veteran's community. United Way continues to collaborate with veteran organizations, including furnishing data to apply for veteran-related grants.

The Veteran's Navigator began working with the Kansas City Metropolitan Bar Foundation(KCMBF) in March 2016 through its Military Matters program to provide legal assistance to veterans unable to afford legal counsel but not eligible for other programs such as Legal Aid. The Veteran's Navigator does initial screening and the KCMBF provides a lawyer pro bono for those who are eligible.

As of June 14th, 2016 the Veteran's Navigator position is temporarily vacant and we are in the process of hiring a new Navigator. Veterans are still being served through other staff performing the Navigator's duties.

- The UWGKC 2-1-1 logo is currently linked on many agency websites. Organizations funnel information directly to the UWGKC 2-1-1 Resource Specialists and the new 2-1-1 online searchable database is linked to the United Way of Greater Kansas City website with a specific search link for Veterans. This is part of the mission to "Connect People to Community Services."

Operational Requirements in Progress

- UWGKC 2-1-1 received its full AIRS Accreditation in November 2011 and it is valid for 5 full years until October 2016. We are currently in the process of seeking reaccreditation.
- UWGKC 2-1-1 is an affiliate member of the bi-state regional Metropolitan Emergency Managers Committee (MEMC).
- UWGKC 2-1-1 is a member of the local AIRS affiliate MAK-AIRS (Missouri, Arkansas, and Kansas – AIRS). The current United Way 2-1-1 Director serves as the Treasurer of MAK-AIRS.
- UWGKC 2-1-1 currently has MOUs with: State of Missouri Emergency Management, The Family Conservancy Child Care Source, City of Kansas City Missouri Office of Emergency Management, AFL-CIO Community Services in St. Joseph, Missouri Association of Community Action, 3-1-1 Action Center in Kansas City, Missouri, The Whole Person, The Coalition of Independence, Mid America Regional Council Department of Aging, Northwest Missouri Area Agency on Aging, District III Area Agency on Aging, Kansas City Metropolitan Crime Commission, ReDiscover Mental Health Care, Comprehensive Mental Health Services, Community Network for Behavioral Healthcare, Tri-County Mental Health Care, Healing Heart Dogs Crisis Team, and many in the Kansas counties served by United Way 2-1-1. The United Way 2-1-1 Emergency Management Coordinator is currently securing MOUs with every EMC in all 16 Missouri counties served by United Way 2-1-1.

Opportunities for Statewide Missouri I&R Provider Efficiencies

With the active leadership of Missouri 2-1-1 by the United Way of Greater St. Louis, opportunities for statewide operating efficiencies are bulleted below. The two Directors, Regina Greer from St. Louis and Gary Thurman from Kansas City, collaborated to identify areas for improved operational efficiencies.

- Jointly Missouri 2-1-1 and UWGKC 2-1-1 are updating the memorandum of understanding with the State Emergency Management Agency (SEMA) to reflect the change in administration at SEMA. This agreement is currently active.
- United Way 2-1-1 of Greater Kansas City and Missouri 2-1-1 of Greater St. Louis have migrated all of their resource information into one single state-wide database which is now in operation. ServicePoint is the software from Bowman Systems, a leader in the I&R software industry. This partnership provides a seamless experience to 2-1-1 callers in the State of Missouri. 2-1-1 now has the ability to pull statewide reports when needed, including data for State Emergency Management on the number of people calling to donate, volunteer, seek shelter, find congregate meal locations, animal sheltering, find missing relatives, etc. during times of disaster. Both call centers now use a standard disaster intake form that adds uniformity to the information provided government and non-profit disaster agencies.
- Missouri 2-1-1 and UWGKC 2-1-1 have completed a memorandum of understanding and mutual aid agreement which outlines processes and procedures for call overflow and call switch-over in time of emergency or disaster. Windstream disaster routing is active for use when necessary. This has become a reality now that both organizations share one database and that UWGKC 2-1-1 takes the after-hours calls for 2-1-1 St. Louis.
- Both 2-1-1s collect data per AIRS standards and provide service to the community through the Standards of Information & Referral. Both 2-1-1s are able to easily combine statistical caller and resource data for statewide or national reports. Using the same software brings many benefits. Both organizations are following AIRS service delivery standards and collection of data utilizing the AIRS/2-1-1 LA Taxonomy, thus producing matching data for reporting and metrics. The new resource software launched May 1, 2013 for Kansas City. Note: Personal Caller information such as name, address, phone, etc. are protected and never released in reports.
- Missouri 2-1-1 and UWGKC 2-1-1 continue to compare operational functions such as common reporting, outcomes measurements, statewide marketing and communications messages and common service delivery standards for a “seamless” delivery of 2-1-1 service to Missouri residents. Both 2-1-1s now mirror each other in many areas such as quality assurance and benchmarks.
- In collaboration with Missouri 2-1-1 in St. Louis and Washington University, a “Dashboard” program was developed that gives a visual representation of current community needs and services. This information can be viewed by specific geographical areas and for specified time periods such as current date, day, week, month or year. The information is accessed through a website link (211mo.211counts.org) and is available to government agencies, non-profit organizations and the public at large. The data is obtained daily through an interface with the ServicePoint database.

External Partnerships and Collaborations

UWGKC 2-1-1 has increasingly been asked by a variety of organizations and initiatives about partnering to become the point of contact for information and action. Some examples include:

- KC CASH Coalition to direct individuals to no-cost tax preparation sites and access to the Earned Income Tax Credit (EITC). 2-1-1 made 4,303 referrals for tax assistance through the Volunteer Income Tax Assistance (VITA) program for the 2015 tax year.

- The Missouri and Kansas Attorneys' General, the Federal Reserve Bank, the FDIC and the Foreclosure Prevention Task Force to direct individuals facing mortgage crises to HUD-certified housing counselors.
- The Kansas City metropolitan area health departments to participate in the Heat Task Force to compile and maintain the listing of Cooling Centers and direct callers to those centers during periods of extreme heat.
- United Way of America's Family Wise Prescription Discount Card Program to allow callers access to appropriate and affordable medicine.
- Kansas City Regional VOAD (KCVOAD) to direct callers to appropriate resources in time of emergency or disaster. United Way of Greater Kansas City is a lead agency in KC Regional VOAD.
- Metropolitan Emergency Managers Committee made up of city and county Emergency Managers and major non-profit organizations such as the Red Cross, Salvation Army and United Way which coordinate disaster planning and response in the Kansas City metropolitan Area.
- Regional Community Disaster Resiliency Steering Committee which guides the Community Service Providers Network in providing disaster preparedness and response services to vulnerable populations with functional and access needs.
- United Way has convened leaders from government, non-profits and businesses to discuss the difficulty that many returning veterans and their families have in connecting to available services. As a result, United Way of Greater Kansas City established an initiative called "The Veterans Alliance" in 2013. Members of the Alliance asked United Way 2-1-1 to take a lead role as the easy-to-remember number to help Vets and their families find the resources available to them. One result of this was creation of the Veterans Navigator program.
- United Way 2-1-1 has collaborated with the Safe Havens for Abandoned Newborns Coalition for over 6 years to provide information to callers and to direct callers to the proper Safe Haven locations (hospitals, fire departments, maternity homes, pregnancy resource centers, and police departments in Missouri). UWGKC 2-1-1 is prominently featured on all metal Safe Haven signs affixed on Fire Stations, Hospitals and Police Departments in Kansas City metro area. Safe Haven awareness signs were displayed in KCATA buses and at bus stops throughout Child Abuse Prevention Month in April. Without the support of UWGKC 2-1-1, there would be no central phone number for Safe Haven information. Call Specialists explain to inquirers that they do not have to abandon their babies but can hand them over to a staff member at any Safe Haven location according to the statutes of the law.
- Aim 4 Peace is a program to reduce homicides and crimes against persons in urban core Kansas City, Missouri zip codes. United Way 2-1-1 assists callers referred by Aim 4 Peace to find needed resources, thus providing a necessary component of information and referral to this vital program.
- Citizen Assist Program (CAP) works in partnership with area emergency response agencies to identify vulnerable persons, assess their needs for health and human services and make appropriate referrals, in lieu of meeting their needs through the emergency response system. CAP staff utilize the United Way 2-1-1 database to provide comprehensive information and referral following a complete in-home assessment.
- United Way of Greater Kansas City is working to ensure that people in the Greater Kansas City area have all the building blocks for a good life: education, income and health. To accomplish this

work, UWGKC uses multiple approaches, including funding programs at partner agencies, implementing community change strategies and working with stakeholders on their initiatives. UWGKC 2-1-1 supports this work by providing information on needs requested and referrals given to callers as well as demographic information to assist in identifying needs and underserved areas.

- The Mid America Assistance Coalition, Inc. (MAAC's) mission is to strengthen the social service community through information systems, training and advocacy. UWGKC 2-1-1 regularly furnishes MAAC with a report on number of callers, the zip codes from which calls are received, needs requested, referrals provided, unmet needs, demographics, etc. MAAC compares this 2-1-1 information to information gathered from their software "MAAC Link" to study needs and homelessness information. All callers to MAAC are directly referred to 2-1-1.
- On May 26th, 2016 UWGKC 2-1-1 entered in to an information sharing agreement with Soul Hole Productions, a non-profit organization serving the needs of youth ages 14 – 25 to allow access to the 2-1-1 database for information sharing with their mobile app Quarky. UWGKC 2-1-1 continues a similar agreement with Johnson County, KS Government to allow for information sharing of community resources.
- UWGKC 2-1-1 is currently in the process of working out an agreement with the AFL-CIO Community Services Help-line in St Joseph, Missouri to share our databases. This will create efficiencies and cost savings to the organization while providing better service to the community they serve in Northwest Missouri.

Barriers to Service

- There continues to be a need for PBX re-programming in certain corporations, hospitals or other commercial entities. UWGKC 2-1-1 continues to educate callers from these organizations on this need.
- All phone carriers should provide 2-1-1 service to their customers including pre-paid cell phones. Many low income residents seek assistance on locating needed services yet are not able to connect to 2-1-1 on their pre-paid cell phones. As cell phones are becoming primary phones for many people, access to 2-1-1 from these cells becomes crucial.
- A significant percentage of callers continue to present financial assistance needs. The non-profit and faith-based assistance programs often have no funds or run out prior to the end of a month.
- There are continuing challenges for low-income and middle-income residents in paying electric utility bills. Demand for emergency assistance at times exceeds the supply of emergency funds thus increasing the amount of residents who will face disconnection of their electric service. United Way has advocated for Utilicare funding to remain in the Missouri budget.
- Transportation to services following referral continues to be a major barrier for urban core low-income callers as well as those in outer areas of Greater Kansas City, such as Independence.
- In 2015-16, 0.52% of callers were Spanish Speaking. UWGKC 2-1-1 conducts outreach when possible to the Hispanic community through resource fairs and health functions. It is hard to determine how many Hispanic households call United Way 2-1-1, since many times an English speaking member of the family places the call. UWGKC currently has 5 bilingual English/Spanish speakers at 2-1-1, plus Phone Interpreter services.

- There are increasing numbers of needs presented for traveler's assistance (long distance bus fare) and burial assistance, for which there are few, if any, resources in the service area.

Please find enclosed reports, flyers, marketing materials and some examples of collaboration between United Way 2-1-1 and community organizations.

UWGKC 2-1-1 is pleased to be authorized as a Missouri 2-1-1 Comprehensive I&R Provider. Please don't hesitate to contact me if you have any questions or are in need of additional information.

Sincerely,

United Way 2-1-1

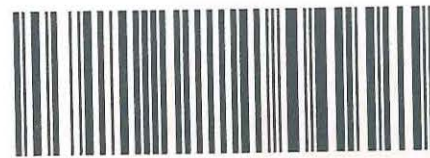
United Way of Greater Kansas City, Inc.

By:


Gary Thurman
Director

Gary Thurman
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Kansas City, MO 64136

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