BEFORE THE MISSOURI PUBLIC SERVICE COMMISSION

In the Matter of the Reapplication of the United Way of Greater St. Louis, Inc. for an Order of the Commission Granting it Authority as an Information and Referral Provider for purposes of obtaining 211 service	))))))	Case No. ___________________

REAPPLICATION FOR 211 AUTHORITY

Comes now the United Way of Greater St. Louis, Inc. ("UWGSL" or "Applicant"), by and through its attorneys, pursuant to 4 CSR 4240-28.015(2) and respectfully submits this re-application for an order granting UWGSL renewed authority as an Information and Referral Provider and assigning it the abbreviated dialing code 211 for the exchanges listed in this application. In support, UWGSL states the following to the Commission:

1. UWGSL is a nonprofit corporation organized and existing under the laws of the State of Missouri and as defined by section 501(c)(3). Attached as Exhibit 1 is a certificate of good standing for UWGSL issued by the Missouri Secretary of State. A copy of the tax-exempt letter issued by the Internal Revenue Service is attached hereto as Exhibit 3. Verification of the application is supplied by Vander Corliss, Chief Financial Officer, and his affidavit is attached hereto as Exhibit 2.

2. Questions or inquiries concerning this Application may be directed to:

Alicia Embley Turner
Newman, Comley & Ruth P.C.
610 Monroe Street, Suite 301
P.O. Box 537
Jefferson City, MO 65102-0537
(573) 634-2266 (Tel)
(573) 636-3306 (Fax)
turnera@ncrpc.com

and,

Robin Pokojski, Vice President – Community Partnerships and 211
United Way of Greater St. Louis, Inc.
910 North 11th Street
St. Louis, MO 63101
(314) 242-1884 (Tel)
(314) 436-4295 (Fax)
robin.pokojski@unitedwaystl.org

3. Effective May 21, 2007, UWGSL was authorized by the Commission in Case No. TO-2007-0312 to serve as a Missouri Information and Referral (I&R) Provider for the exchanges listed on Exhibit 7 to this Application for a period of three years.

4. Effective April 7, 2011, UWGSL was re-authorized by the Commission in Case No. AO-2011-0155 to serve as a Missouri I & R provider for the exchanges listed on Exhibit 7 to this Application for another three-year period.

5. Effective April 18, 2014, UWGSL was re-authorized by the Commission in Case No. AO-2014-0208 to serve as a Missouri I & R provider for the exchanges listed on Exhibit 7 to this Application for another three-year period.

6. Effective April 17, 2017, UWGSL was re-authorized by the Commission in File No. AO-2017-0190 to serve as a Missouri I & R provider for the exchanges listed on Exhibit 7 to this Application for another three-year period.

7. Effective April 17, 2020, UWGSL was re-authorized by the Commission in File No. AO-2020-0198 to serve as a Missouri I & R provider for the exchanges listed on Exhibit 7 to this Application for another three-year period.

8. Effective April 22, 2023, UWGSL was re-authorized by the Commission in File No. AO-2023-0225 to serve as a Missouri I & R provider for the exchanges listed on Exhibit 7 to this Application for another three-year period.

9. Operating under its authority UWGSL has provided service as an I&R Provider in accord with all applicable Commission rules and Missouri statutes and wishes to continue as the authorized Missouri I&R Provider in the exchanges herein identified.

10. Rule 20 CSR 4240-28.015(2) provides that reapplication for this authority must be submitted at least 90 days prior to expiration of UWGSL's three-year authorization.

Judgments, Annual Reports

11. Applicant does not have any pending action or final unsatisfied judgments or decisions against it from any state or federal agency or court which involve customer service or rates, which action, judgment or decision has occurred within three (3) years of the date of the application.

12. All annual reports have been submitted in accordance with Commission requirements since the last renewal. UWGSL has no overdue assessment fees.

Monitoring and Personnel

13. Applicant's 211 telephone line is and will continue to be monitored by trained Community Resource Navigators ("Navigators") 24 hours a day, 365 days per year. Applicant's employees or qualified and trained volunteers shall be Navigators.

14. 211 calls are never forwarded to an answering service or machine. Calls wait in queue for the next available Navigators. Technology, in the form of an automatic call back feature, is used to reduce telephone wait times, allowing callers to keep their place in line without having to hold. Additional Navigators are made available during crises or peak periods, or when the average wait time is excessive. In addition, inquirers are also able to submit inquiries via web chat, text, and email. These options are also queued and monitored for appropriate response times. This

design is intended to allow Missourians the flexibility to connect with 211 services in the manner they prefer.

Accreditation

15. UWGSL adheres to the current version of the Standards for Professional Information & Referral (version 9.0) which were revised by the Alliance of Information and Referral Systems, Inc. (AIRS) in July 2020. A copy of the AIRS standards is attached as Exhibit 4. UWGSL received its second full accreditation in July 2024, showing competency or excellence in all 28 standards.

16. This marks the third time in which UWGSL received full accreditation in July 2024. That accreditation does not expire until July 2029. UWGSL will take all necessary steps to maintain its accreditation.

17. UWGSL provides comprehensive services pursuant to the AIRS standards. The inquirer has one-to-one human contact with a trained, paid staff Navigator who: assesses the needs of the inquirer, identifies appropriate resources, provides appropriate referral(s), helps inquirers for whom services are unavailable by locating alternative resources, and when necessary, actively participates in linking the inquirer to needed services. Inquirers who desire may also access and search for resources using UWGSL's website, www.211helps.org, web chat or using a mobile app designed for Android (re-launching in 2026 under new provider) and iPhone users. UWGSL 211 offers texting services Mon-Fri from 9am to 5pm. As a multi-channel contact and navigation center, UWGSL 211 recognizes the need to connect to Missourians how they prefer to interact and communicate and is proud to bring these services to all counties included in this application.

18. Through 211, UWGSL will continue to provide comprehensive I&R and navigation services, pursuant to the AIRS Standards, collecting, maintaining and disseminating information

about a full range of human services, including but not limited to health, behavioral or mental health, basic needs services such as housing, food, clothing and financial assistance, youth development programs, services for older adults, persons with disabilities and families, and resources for individual household, employment, homeless coordinated entry, and community-wide disaster recovery.

Resource Sharing and Collaboration

19. UWGSL shares, and will continue to share, its resource database with other Missouri I&R providers. A United Way 211 web site **(www.211helps.org)** contains a searchable version of the database and is accessible to any Missouri I&R provider, as well as the general public. The mobile apps are also available to be leveraged by individuals, providers and other stakeholders statewide. In addition, "211 Counts" (located on the 211 website) also provides statewide data on needs and trends based on 211 callers and their requests. This powerful output displays data for Missourians and their identified needs by region, zip code, legislative district and more, and is updated on a daily basis.

20. This database is actively updated in compliance with AIRS standards, which requires formal verification of each organization's profile on an annual basis at a minimum. United Way 211 goes above the minimum standard and the top 125 referred to programs for food and financial assistance programs for housing or utilities are updated on a weekly basis. Agencies listed in the database commit to immediate notification of changes in contact information or programs. Interim changes are verified, made immediately and reflected in the web site, and other tools, in real time.

21. UWGSL works, and will continue to work, collaboratively with other independent local United Ways in Missouri and with other specialized I&R providers across the state to develop

Memoranda of Understanding and host informational meetings, partner and leverage is resource data for maximum access. Each entity also has its own network of partners measuring needs, serving its own local area and making the 211 network stronger throughout the state. In its own local region UWGSL has historically worked collaboratively with local area agencies on aging, centers for independent living, childcare resource and referral providers, and emergency responders among others to identify and service community needs.

22. UWGSL works, and will continue to work, collaboratively with The United Way of Greater Kansas City, Inc.,[1] the other 211 operator in Missouri, to consistently measure and evaluate 211 outcomes. Both 211s together, ensure 100% coverage across the state, ensuring the ability to dial and receive 211 services are available to every Missourian. Both 211s work collaboratively and offer mutual aid support to the other for periods of emergency or excessive call volumes. This is made easier with merged databases since 2013 and a combined telephony platform since 2019. Together these 211s offer the public a complete statewide database of resources, and they have a strengthened ability to respond to any Missouri call. As I&R Providers with authority to accept 211 calls UWGSL and the United Way of Greater Kansas City take seriously their duties and responsibilities generated from the expanded reach provided by the abbreviated dialing code feature which are additional to those responsibilities for their service areas as individual United Ways. In addition, 211 is a part of the State's emergency response plan in partnership with SEMA, Missouri's State Emergency Management Agency and is relied upon county-by-county by local emergency management agencies during period of crisis or natural disaster.

Call Tracking System

[1] f/k/a The Heart of America United Way, Inc.

23. UWGSL uses an automated call distribution system that enables the Navigation center Director and supervisors to monitor the number of incoming calls, emails, texts and chats in queue and staff accordingly. The system generates data on call volume, the number of calls abandoned in queue, the average wait times, and the average length of each call. Call activity data is compiled and analyzed on a daily, weekly and monthly basis. The call system also ensures 100% up-time and is able to support centralized and decentralized call handling. 211 agents are able to work remotely when needed with zero impact to service provided and / or service levels, and have done so since March 2020.

24. Data is collected for each 211 call and entered by the Navigator into a database at the time of the call. Call documentation includes, for the person needing the service:

- Navigator who handled the call
- Date, time and length of call
- Caller telephone number(s)
- Zip code, county, city and state
- Relationship to the person needing service, if other than "self"
- Needs identified/services requested
- Language spoken, if other than English
- Call resolution, including organization(s) to which the caller was referred
    - Indirect referral; caller was provided full contact information for appropriate service providers.
    - Direct referral/Advocacy; the caller was connected directly with the service provider.
    - Caller requested/received information only.
    - Crisis intervention; crisis intervention tactics and/or response used to de-escalate, ensure safety.
    - No referral available; documentation of service gap, including reason, if known.
- Narrative description of call

Optional Data: (as callers have the right to remain anonymous and demographic information is not required to find resources)

- Caller name
- How the person self identifies their gender, race and ethnicity
- Veteran status

25. This information is aggregated, analyzed, and published in the form of quarterly reports to the community via the 211 counts dashboard.

Other Terms and Benefits

26. UWGSL removes and excludes human services entities from its resource database for failure to deliver services, fraud, misrepresentation, and failure to update annual profiles after multiple attempts or discrimination. Attached hereto as Exhibit 5 is the 211 Database Inclusion/Exclusion Policy.

27. UWGSL has maintained a computerized database of human services since 1985. The evolution of the database over the past 38 years (including the transition to 211 services in 2007) currently includes information on any services available to residents of metropolitan St. Louis and the State of Missouri for the 99 counties within 211's service area, regardless of location, including local, state and federal health and human service providers. The database also includes information on agencies providing emergency assistance to households throughout the AmerenMO and Spire service areas, as well as other statewide utilities, and the State of Missouri. At the time of this application, the database houses more than 28,000 programs and services across the 99 counties served by UWGSL's 211

28. UWGSL works with local United Ways throughout the state, state associations and local, specialized I&R providers to maintain, curate and expand its existing base of information about health and human service providers in the regions served by 211. Programs are catalogued according to the AIRS Taxonomy of Human Services and regularly maintained according to AIRS Standards by a team of five Community Partnership Coordinators ("CPC") working in regional hubs under the leadership of the Director, Community Partnerships. Each CPC focuses on local resources within an assigned region of the approved 211 service area. CPC's add, change or delete

agency and program information using an internet-based application and assigned user identification to track data integrity, and to facilitate access to real-time information updates to the 211 Navigation Center.

29. Inquirer information is maintained by Community Resource Navigators in the 211 Navigation Center. The entity providing overnight coverage utilizes the same system for contact documentation.

30. UWGSL ensures the quality of 211 service and caller and customer satisfaction through follow up and written outcome evaluations. Attached hereto as Exhibit 6 is the "Care Quality Monitoring Program."

31. 211 is accessible to hearing impaired callers via 7-1-1 nationwide relay services. Callers whose primary language is other than English are served by initiating a 3-way call with an interpreter contracted through Optimal Phone Interpreters. 211 has the ability to connect with callers in more than 150 languages.

32. 211 offers the ability to capture and match volunteer opportunities in their service area with potential volunteers via the UWGSL Volunteer Center and the use of a statewide volunteer portal (www.movolunteer.org) that can be leveraged during emergency and non-emergency periods. The UWGSL's Volunteer Center is affiliated with the Hands On Network, as are the volunteer centers in Cape Girardeau and Columbia. As such, they have committed to work collaboratively and cross-refer when appropriate.

33. Applicant is legally qualified to provide the service and possesses sufficient technical, financial and managerial resources and abilities to remain the 211 provider for the telephone exchanges within the counties identified in this application

34. Applicant is ready and willing to comply, and will comply, with Commission rules, regulations and policies.

35. UWGSL seeks renewed authority to provide 211 service for all Missouri counties not currently served by the United Way of Greater Kansas City. This includes exchanges serving the following counties:

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

The exchanges included in these counties are provided in Exhibit 7 attached hereto.

36. UWGSL submits that approval of this reapplication is in the public interest.

WHEREFORE, United Way of Greater St. Louis, Inc. respectfully requests the Commission to enter an order granting it renewed authority as a Missouri Information and Referral Provider in the telephone exchanges within the counties described herein, together with such other relief and authority the Commission deems just.

Respectfully submitted,

/s/ Alicia Embley Turner

Alicia Embley Turner MBE# 48675
NEWMAN, COMLEY & RUTH P.C.
601 Monroe Street, Suite 301
P.O. Box 537
Jefferson City, Missouri 65102-0537
573/634-2266
573/636-3306 FAX
turnera@ncrpc.com

Attorneys for United Way of Greater St. Louis, Inc.

Certificate of Service

I hereby certify that a true and correct copy of the above and foregoing document was sent via e-mail on this 20th day of January, 2026, to General Counsel's Office at staffcounselservice@psc.mo.gov; and Office of Public Counsel at opcservice@ded.mo.gov.

/s/ Alicia Embley Turner

EXHIBIT LIST

Exhibit 1	Certificate of good standing for UWGSL
Exhibit 2	Verification and Affidavit of Vander Corliss, Chief Financial Officer of UWGSL
Exhibit 3	Tax exempt letter issued by the Internal Revenue Service
Exhibit 4	AIRS Standards and Quality Indicators for Professional Information and Referral
Exhibit 5	211 Database Inclusion/Exclusion Policy
Exhibit 6	Care Quality Monitoring Program
Exhibit 7	Exchanges

STATE OF MISSOURI

SEAL OF THE SECRETARY OF STATE MISSOURI

Denny Hoskins
Secretary of State

CORPORATION DIVISION
CERTIFICATE OF GOOD STANDING

I, DENNY HOSKINS, Secretary of State of the State of Missouri, do hereby certify that the records in my office and in my care and custody reveal that

UNITED WAY OF GREATER ST. LOUIS, INC.
N00000414

was created under the laws of this State on the 12th day of April, 1955, and is in good standing, having fully complied with all requirements of this office.

IN TESTIMONY WHEREOF, I hereunto set my hand and cause to be affixed the GREAT SEAL of the State of Missouri. Done at the City of Jefferson, this 15th day of January, 2026.

Denny Hoskins
Secretary of State

THE GREAT SEAL OF THE STATE OF MISSOURI
UNITED WE STAND DIVIDED WE FALL
SALUS POPULI SUPREMA LEX ESTO
MDCCCXX

Certification Number: CERT-01152026-0204

EXHIBIT 1

VERIFICATION and AFFIDAVIT

STATE OF MISSOURI)
) ss.
ST. LOUIS CITY)

I, Vander Corliss, being first duly sworn upon oath, do hereby depose and state that I am Chief Financial Officer for United Way of Greater St. Louis (UWGSL), Applicant in this proceeding; and am authorized to execute this verification; that I have read the above and foregoing reapplication and know the contents thereof; that the contents are true in substance and in fact, except as those matters which are stated upon information and belief, and as to those, I believe the same to be true. I further depose and state:

1. UWGSL's principal place of business is 910 North 11th Street, St. Louis, MO 63101.
2. UWGSL is legally, financially, and technically qualified to provide the service.
3. UWGSL seeks renewed authority to provide 2-1-1 service for all Missouri counties not currently served by the United Way of Greater Kansas City. The exchanges included in these counties are set out in Exhibit 7 attached to the application and incorporated into my affidavit by reference as if fully set forth.
4. UWGSL is ready, willing and able to comply, and will comply, with all commission rules and policies.
5. UWGSL will be responsible for all costs of provisioning the service.
6. UWGSL is accredited by the Alliance of Information and Referral Systems.

Vander Corliss, Chief Financial Officer
United Way of Greater St. Louis

Subscribed and sworn to before me this 15th day of January, 2026.

RICHARD LESLIE SKINNER II,
NOTARY PUBLIC - NOTARY SEAL
STATE OF MISSOURI
MY COMMISSION EXPIRES FEBRUARY 24, 2026
ST. LOUIS CITY
COMMISSION #14440022

Notary Public

EXHIBIT 2

IRS Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0752861031
Mar. 08, 2021 LTR 4168C 0
43-0714167 000000 00
00035433
BODC: TE

UNITED WAY OF GREATER ST LOUIS INC
% VANDER H CORLISS
910 NORTH ELEVENTH STREET
SAINT LOUIS MO 63101-1005

037149

Employer ID number: 43-0714167
Form 990 required: YES

Dear Taxpayer:

We're responding to your request dated Feb. 25, 2021, about your tax-exempt status.

We issued you a determination letter in December 1957, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

AIRS STANDARDS AND QUALITY INDICATORS FOR PROFESSIONAL INFORMATION AND REFERRAL

AIRS™

Setting the Standards for Information and Referral Services

Version 9.0
Published: July 2020

Information & Referral
connecting people to community services

Published by:
Alliance of Information and Referral Systems

EXHIBIT 4

The Alliance of Information and Referral Systems (AIRS at www.airs.org) is a membership organization whose mission is **"To provide leadership and support to our membership and affiliates to advance the capacity of a Standards-driven Information and Referral industry that brings people and services together."**

For further information about AIRS products and services, contact:

AIRS
11240 Waples Mill Road
Suite 200
Fairfax, Virginia 22030
(703) 218-AIRS (2477)

info@airs.org
www.airs.org

NOTE THAT THROUGHOUT THIS EDITION OF THE STANDARDS, CERTAIN BOLDED WORDS AND PHRASES LINK DIRECTLY TO A GLOSSARY DEFINITION

Printed in the United States of America.

TABLE OF CONTENTS

AIRS STANDARDS AND QUALITY INDICATORS OVERVIEW

The AIRS Standards Committee is pleased to release the 9th edition of the *AIRS Standards and Quality Indicators for Professional Information and Referral*.

The AIRS **Standards** establish reference points that define expected **practices** within the field of I&R and can be used to measure the compliance of organizations to these requirements. **Quality Indicators** (QIs) provide concrete examples of processes or outcomes that can determine quality.

I&R programs help individuals, families and communities identify, understand, and effectively use the programs that are part of the human service delivery system. At the community level, they facilitate long-range planning by tracking requests for services and identifying gaps and duplications in services.

Community resource specialists help people better understand their problems/needs and make informed decisions about possible solutions. Specialists may advocate on behalf of those who need additional support and reinforce an individual's capacity for self-reliance and **self-determination**. Resource database curators create, maintain, and disseminate information on the **programs** and **services** delivered within the **human services** sector. I&R services bring people and services together.

The Standards are the foundation for **credentialing** programs, whether it is **AIRS Accreditation** for individual programs, or **AIRS Certification** for community resource specialists as either **Certified Community Resource Specialist (CRS)**, **Certified Community Resource Specialist Aging/Disabilities (CRS-A/D)**, and **Certified Resource Specialist – Database Curators (CRS-DC)**.

Note that the Older Americans Act uses the phrase '**Information and Assistance**' (or I&A) which is sometimes used within the sector.

The Standards address all aspects of an I&R program. They define the information and referral process in concrete terms; establish criteria for database development; mandate support for community planning activities; incorporate a broad view of collaboration at the local, state or provincial, regional and national levels; include provisions for the socially responsible use of technology; describe the role of information and referral services in times of disaster; and oversee an ongoing **quality assurance** and evaluation process.

AIRS STANDARDS AND QUALITY INDICATORS

SECTION 1: SERVICE DELIVERY

I&R service delivery optimizes access for all. The **I&R service** recognizes the inquirer's right to accurate, comprehensive and unbiased information provided in a confidential and/or anonymous, nonjudgmental manner; and is a non-partisan, non-ideological and impartial information source for available nonprofit, government and for-profit services that meet the I&R service's **inclusion/exclusion criteria**. Service is provided by trained community resource specialists and is delivered in a variety of ways that support the mission of the I&R program, the accessibility requirements of the community and the communication preferences of **inquirers** (for example, a combination of telephone, in-person, email, **instant messaging (IM)**, **text/SMS messaging**, **online chat**, **video relay service**, **social media** and other methods of communication). Although the channel of service delivery may affect the nature of the interaction with inquirers, the essential elements of the **I&R process** remain the same.

Standard 1: Information, Assessment and Referral Provision

The I&R service establishes and maintains **rapport**, conducts an assessment in which the inquirer has one-to-one interaction with a community resource specialist and provides appropriate information and **referrals**. The I&R process consists of active listening and effective questioning to determine the needs of the inquirer, clarifying those needs, providing requested information and/or identifying appropriate resources, making referrals to organizations capable of meeting those needs, and providing enough information about each organization (e.g., describing how intake works and required documentation) to help inquirers make an informed choice. In situations where services are unavailable, the I&R service engages in **problem solving** to help the inquirer identify alternative strategies and manage expectations.

Quality Indicators

1. The I&R service ensures through training, monitoring, and **coaching** that community resource specialists:

    - ✓ Identify themselves and their program according to agency guidelines.

    - ✓ Establish rapport with the inquirer and use **active listening skills** and empathy to discern the presenting problem.

- ✓ Respond to each inquirer in a professional, nonjudgmental, **culturally appropriate** and timely manner.

- ✓ Apply **person-centered** techniques and approaches that identify the inquirer's strengths, needs, preferences, goals and values, and support the inquirer's own choices.

- ✓ Use clear language and an appropriate tone of voice and inflection to convey empathy and engagement with the inquirer's situation.

- ✓ Make an accurate assessment of the inquirer's problems and needs asking relevant questions to obtain the information necessary for an accurate referral.

- ✓ Identify underlying or unstated problems, when appropriate.

- ✓ Determine any specific needs or preferences to access services (e.g. language needs, evening or weekend hours, proximity to public transportation, or disability access).

- ✓ **Clarify** and confirm the inquirer's need(s) using techniques such as paraphrasing before offering referrals.

- ✓ Provide the inquirer with various approaches to their situation that give them a range of options, as appropriate.

- ✓ Explore the inquirer's own resources (e.g., friends, family, **faith-based organizations**).

- ✓ Effectively use the I&R's resource information system to identify resources to meet the inquirer's needs.

- ✓ Where possible and practical, provide at least three referrals to give the inquirer a choice (and to protect the I&R service from being perceived as making a 'recommendation') while being careful not to overwhelm the inquirer with too many options;

- ✓ Suggest ways the inquirer can advocate for him or herself, when appropriate (**empowerment**).

- ✓ If demographic information is being collected that is not directly relevant to the assessment, e.g., if required by contract or to enhance community reports, provide an explanation to the inquirer about why the information is needed and collect such data at the end of the call. (Note that it will sometimes be required to differentiate between the inquirer and the person-in-need). The primary goal of data collection is to gather enough information about inquirers to help them address and/or resolve their problems.

- ✓ Encourage inquirers to contact the I&R service again if needs were unmet or for future needs; and

- ✓ Accurately record what occurred during the course of the **inquiry** (for example, **assessment and referral**, **assistance without referral**, information only, crisis intervention, advocacy) as well as the problems and needs that were addressed for use in reports.

2. The I&R service provides barrier-free access to its services for individuals and groups who have special needs, e.g., access via applicable technology and/or communication methods for people with hearing or speech impairments; language access for inquirers who speak languages other than English; and access for people with disabilities.

3. The I&R service ensures, through appropriate **queue** management techniques such as **schedule adherence**, that an appropriate number of community resource specialists are scheduled to meet the needs of callers, i.e., that the optimum number of staff are available at the times most inquiries occur.

4. All I&Rs should offer some extended hours in consideration of inquirers who need service outside of Monday-to-Friday 9am to 5pm. The preferred option is for the I&R service to provide access to information and referral 24 hours a day, year-round.

    - ✓ Access to information and referral can be provided through a variety of channels - the preference being for a staff person to answer calls (i.e. live answer).

    - ✓ However, if this is not possible, the I&R service identifies alternative delivery options in collaboration with other I&Rs and/or human services providers.

5. I&R services that use after-hours or overflow coverage provided by another organization have a formal, written agreement with that organization to ensure that the organization meets all AIRS Service Delivery and Resource Database standards and quality indicators.

6. The organization develops overall quality and productivity goals for I&R service delivery to ensure a high-quality experience for inquirers through effective information, assessment, referral and follow up.

7. When providing **multi-channel services**, specialists divide their attention, as appropriate to the situation, without compromising customer service. Community resource specialists balance the inquirer's needs with the overall productivity goals of the organization regardless of the channel through which the inquirer contacted the I&R service.

8. The I&R service makes every effort to ensure that its service is **accessible** from all communications devices and channels (e.g. telephone, email, instant messaging (IM), text/SMS

messaging, online chat, video relay service, social media or other alternative access methods) within its coverage area.

9. The I&R service has defined timeliness and service metrics for all service delivery access channels (e.g. in-person, telephone, email, instant messaging (IM), text/SMS messaging, online chat, video relay service, social media or other alternative access methods).

10. The I&R service provides its service at no cost to the inquirer (e.g. toll-free access is provided to people living within the area served by the I&R). Inquirers are responsible for cell phone minutes, landline fees, pay phone charges and text charges.

11. The I&R service has implemented policies to ensure the privacy, **confidentiality** and security of personal inquirer information; and has agreement forms that staff, visitors and others with access to confidential information sign to document their compliance. **Identifying information** about inquirers, their requests and the information given to them is not communicated to others unless either:

    - ✓ Release of information is required by law or court order.

    - ✓ Careful consideration indicates the presence or risk of serious harm to the inquirer or another person, and then communication may be only to those who must be informed in order to reduce harm or risk.

    - ✓ The inquirer has given explicit permission for the information to be disclosed to another person or agency. The inquirer specifies what information may be given and to whom. This applies to individual advocacy situations as well as those involving shared case coordination.

12. The I&R service has **procedures** for managing **challenging inquirers** that recognize the right of inquirers to access, respect, privacy, confidentiality and treatment that is professional, nonjudgmental and culturally appropriate while protecting the I&R service from an unreasonable level of offensive behavior. The procedures define inquirer behaviors that are potentially offensive; describe acceptable options for managing contacts that are disruptive; and mandate a review on a regular basis of actions taken regarding specific individuals to determine if a change is required. The procedures also address staff security issues, particularly in face-to-face settings.

13. The I&R service may engage in more detailed eligibility assessments and/or determination as an enhancement to the initial I&R transaction such as prompting inquirers regarding their interest in additional resources, conducting initial case coordination, application assistance, and appointment setting. These enhancements are clear in terms of their scope and expectations.

14. The I&R service has a process to resolve complaints from inquirers and community service agencies, including those related to customer satisfaction, accuracy of referrals, and potential breaches of privacy and confidentiality.

Standard 2: Client Advocacy

The I&R service offers **advocacy** to ensure that people receive the benefits and services for which they are eligible, when necessary. **Client advocacy** seeks to meet individual needs without attempting to change social institutions and, for purposes of these standards, does not include system advocacy or **legislative advocacy** (lobbying). All advocacy efforts are consistent with written policies approved by the governing body of the I&R service and proceed only with the permission of the inquirer (i.e. **informed consent**).

Quality Indicators

1. The I&R service has an advocacy policy that describes the circumstances under which client advocacy should be undertaken, the advocacy mechanisms that are authorized and the conditions under which supervisory staff need to become involved.

2. The I&R service intervenes, on behalf of individuals to help them obtain needed services, when necessary. The I&R service makes one or more additional calls or takes other actions on the inquirer's behalf to make sure inquirers get the information and/or help they need.

3. The I&R service refers to an organization that specializes in providing advocacy in situations where the level of advocacy required by the inquirer are beyond the scope of the I&R's services or an effective use of its own resources.

4. The I&R service ensures through training that community resource specialists document acts of advocacy and their outcomes.

Standard 3: Crisis Intervention

The I&R service is prepared to assess and meet the immediate short-term needs of inquirers who are experiencing a **crisis** and contact the I&R service for assistance. Included may be individuals at risk of suicide, homicide or assault; families and friends who have experienced a suicide; victims of domestic abuse or other forms of violence; children or elder/dependent adults who are victims of abuse or neglect; sexual assault survivors; runaway youth; people experiencing a psychiatric emergency; people with a substance use disorder who are in crisis; survivors of a traumatic experience; victims of human trafficking; and others in distress.

Quality Indicators

1. The I&R service has **crisis intervention** procedures that include **protocols** for specific types of emergencies. Included are **safety risk assessment** procedures, protective measures for individuals in **endangerment** situations and protocols that address inquirers who wish to remain anonymous yet require direct intervention.

2. The I&R service trains its community resource specialists to anticipate the possibility of a crisis contact occurring through any of the channels of communication it supports (e.g. calls with suicidal ideation or calls that begin with one issue and escalate to reveal a crisis).

3. The I&R service has protocols that determine when to access 911 or other emergency **rescue services**.

4. The I&R service either provides crisis intervention services or has a prearranged agreement and documented protocols with a crisis service that does.

5. The I&R service ensures through training, monitoring, and coaching that community resource specialists have the skills to:

    - ✓ Recognize when the inquirer is experiencing a crisis.

    - ✓ Determine whether the individual is in immediate danger and take appropriate steps to ensure that the inquirer is safe before continuing with an assessment.

    - ✓ Recognize the warning signs of people at imminent risk of suicide, violence or victimization (including signs of abuse/neglect, domestic violence and risk of homicide or self-harm) whether the risk issues are explicitly stated or implicit.

    - ✓ Recognize when an inquirer is in immediate need of intervention (e.g., when a person is in medical crisis due to a substance use disorder, has taken steps to end her or his life, is a victim of recent violence or is experiencing a psychiatric emergency).

    - ✓ De-escalate and stabilize the inquirer and help him/her remain calm.

    - ✓ Help inquirers talk about and work through their feelings as part of the assessment and problem-solving stages of the interaction.

    - ✓ When necessary, follow the organization’s rescue protocol for when to access 911 or other emergency personnel to request that they intervene. In these circumstances, the individual’s safety overrides confidentiality concerns.

    - ✓ Keep the inquirer engaged during the contact pending referral or rescue.

6. In cases of suspected child abuse or elder abuse, the I&R service has protocols that comply with prevailing legislation regarding **mandatory reporting** and completes a report when required.

7. In situations involving suicide or homicide, the I&R service understands the circumstances under which a safety risk assessment is required and conducts an appropriate assessment when necessary. Risk assessments are documented and include a description of specific actions taken in response to the situation.

8. In cases of domestic violence or other endangerment situations, the community resource specialist takes special precautions to safeguard the inquirer's identity and all aspects of their interaction.

9. The I&R service uses a variety of means to support its ability to connect with 911 or other emergency rescue services including Caller ID, a call tracing arrangement with the telephone company, or the identification of an IP address. At a minimum, there is a separate external line that is available for initiating rescue procedures without interrupting the crisis call. The community resource specialist follows the protocol for addressing inquirers who wish to remain anonymous yet require rescue.

10. The I&R service ensures that community resource specialists have annual crisis intervention professional development training to upgrade existing skills and learn new skills.

11. For inquirers in crisis situations who are not at imminent risk, the community resource specialist assesses their immediate, short-term needs and connects them with a crisis intervention service for ongoing assistance. The connection is made by **warm transfer**, when possible, and the community resource specialist follows the protocol established by agreement with the crisis service.

12. The I&R service has a protocol for debriefing community resource specialist following a crisis interaction, as needed.

13. The I&R service ensures through training that community resource specialists document crisis intervention contacts and their outcomes.

Standard 4: Follow-Up

The primary purpose of **follow-up** is to contact inquirers to find out if their needs were met and if not, why. The I&R service has a policy that addresses the conditions under which follow-up is conducted. The policy requires follow-up with inquirers who are at risk and/or vulnerable and in situations where the specialist believes that inquirers do not have the necessary capacity to take the needed actions to resolve their own situation. Additional assistance in locating or accessing services may be necessary.

Quality Indicators

1. Follow-up generally occurs within 3-7 days of the original contact, although in situations of endangerment it may take place within hours.

2. Follow-up is only conducted with the permission of the inquirer and never compromises inquirer safety.

3. The follow-up policy describes examples of situations in which an individual's safety or well-being might be at risk and follow-up by a community resource specialist or other designated individual is required.

4. During follow-up, if it is determined that the inquirer has not received services or the need has not been met, the I&R service makes additional appropriate referrals or engages in enhanced problem-solving. The I&R service also determines whether the inquirer has additional, new needs and makes appropriate referrals prior to completing the contact.

5. The I&R service documents the follow-up results (whether service was received or there remains an unmet need and the nature of that unmet need) for use in reports and/or systems advocacy.

6. Information gathered during follow-up relating to the accuracy or availability of information in the **resource database** is submitted to resource database curators for verification and correction.

7. Information gathered during the follow-up process is also used as a further means of evaluating the effectiveness of the service delivery system and for identifying gaps in community services.

8. The I&R service uses multiple channels of access for follow-up (e.g., texting, email, chat) according to the preference of the inquirer and the efficiency of the process.

Standard 5: Independent Access to Resource Information

The I&R service provides community resource information in a variety of ways to facilitate **independent access** for the general public and other human services professionals. These options provide additional choices for inquirers and complement the alternative of one-to-one interaction with a community resource specialist.

Quality Indicators

1. The I&R service offers multiple options for the public by making all or the majority of its resource database available on the Internet at no cost.

The elements that increase the effectiveness of a publicly accessible resource database include:

- ✓ An easy-to-remember URL.
- ✓ A prominently displayed search button.
- ✓ A search page that is clean, well-organized and easy to navigate (i.e. which minimizes the instances of '**false hits**'.)
- ✓ A prominently displayed guided search with pictures or graphic icons representing service concepts or similar strategies that promote 'hot topics' lists and other embedded 'user friendly' search strategies expressed in natural language.
- ✓ A keyword search window that employs search logic which produces an inclusive search results list.
- ✓ **Keyword Taxonomy searches** include partial and full-word matching. Entered text must appear at the beginning of words in order for the term to be retrieved. For example, a search on 'aging' would ignore words like 'man<u>aging</u>').
- ✓ The ability to search agency, site, program and AKA names.
- ✓ The ability to filter by geographic location/area served.
- ✓ Display location and proximity maps of available resources.
- ✓ Cleanly-designed search results that include the data elements that are most helpful in providing the details inquirers need to make informed choices about their options.
- ✓ Recognized best practices for accessibility for persons with disabilities (such as JAWS readers, font sizes, Section 508 Standards, etc.).

2. The I&R service explores additional features to enhance the experience and options available to users, including:

- ✓ Making its information about community resources available through focus pages on its website, online information portals, and other similar gateways.
- ✓ Compiling and distributing directories of services in print or electronic format.
- ✓ Using social media and other communication tools to inform the public about significant changes to key services and important access issues.

- ✓ Providing menu-driven **IVR** recorded voice information about key information.

- ✓ Offering subscriptions to community resource information via SMS/text.

3. The I&R service ensures that the display of its online search module and the retrieval of resource database records is **mobile-friendly**.

4. The I&R service uses **API**s and other mechanisms that provide opportunities to move up-to-date resource database information into other systems in order to increase access and collaborative ventures.

5. **Meta-tagging** and other techniques are incorporated to ensure search-engine optimization (SEO) that allows the I&R's resource database to appear as a prominent option for Google and other online search systems.

6. When the I&R service provides mechanisms for independent access, it includes information about how to connect with a community resource specialist if consultation and guidance are required (for example, the ability to press "0" at any time when listening to a recorded message or to engage in text or online chat when searching for resources on the website).

7. The principles of confidentiality remain applicable in cases involving independent access. In situations where online information can be gathered, information about individual activities is only made available in aggregate form. Privacy policies are clearly displayed and cover a variety of topics including privacy and security, copyright and intellectual property rights and access.

Standard 6: Service Delivery Data Collection, Analysis and Reporting

The delivery of I&R service generates valuable information about the problems/needs of a community and the availability of resources to meet those needs. The I&R service collects, analyzes and reports insightful data concerning inquirers and their needs in ways that are useful to themselves and their community partners. The I&R service establishes and uses a secure, confidential system for collecting and organizing **inquirer data collection** that provides a basis for describing requests for services and unmet needs, identifying **service gaps** and informing decisions about the scope of the resource database. Inquirer data includes information gathered during the original contact, follow-up, and **customer satisfaction**/quality assurance calls.

Quality Indicators

1. Data collected for I&R service analysis and reporting purposes are based on I&R agency policies and objectives, together with local, state, and/or national/federal requirements.

2. Inquirer data is always made available in aggregate form to protect the confidentiality of individual inquirers.

3. The I&R service maintains documentation on all inquiries, has a defined set of inquirer data elements that are used for reporting purposes and recognizes that inquirers have the right to withhold information.

4. The data collected provides enough information about inquirer needs, whether gathered through the original contact, during follow-up or via **customer satisfaction survey**/quality assurance surveys, to identify:

   - ✓ Referral patterns including information on aggregate problem/needs.
   - ✓ Service requests for specific programs and organizations.
   - ✓ Met and unmet needs.
   - ✓ Trends in community service provision and/or gaps in service.
   - ✓ Inquirer demographic data and demographic profiles.

5. The I&R service may use data collection and analysis strategies that employ **sampling** techniques. Sample size should also reflect the confidence level in the data presented. The chart below illustrates a range of appropriate sample size with such random samples gathered on a quarterly or monthly basis.

Call Center Annual Call Volume	Required *completed* samples with a 95% confidence level and a 5% margin of error.	Required *completed* samples with a 95% confidence level and a 3% margin of error.
5,000	357	880
10,000	370	965
30,000	380	1,031
50,000	382	1,045
100,000	383	1,056
250,000	384	1,063

6. The I&R service's inquirer data collection and reporting activities facilitate the analysis needed to inform:

   - ✓ The human service needs of inquirers.
   - ✓ Outreach to diverse communities.
   - ✓ Community **needs assessment**.
   - ✓ Community planning.
   - ✓ Allocation of funding.
   - ✓ **System advocacy**.

7. Data collected for reporting purposes may include:

   - ✓ Total number of incoming contacts/inquiries by phone (incoming calls) answered by community resource specialists. These can be **transaction calls** (calls in which problems are addressed and for each problem, the type of service provided by the specialist such as information only, assessment and referral, assessment without referral, advocacy, crisis intervention, unmet needs); or **non-transaction calls** (calls answered by the specialist that are **hang-ups**, wrong numbers, incoming administrative or personal calls or other situations where there is no productive conversation between the specialist and the inquirer, and no assistance provided).

   - ✓ Total number of I&R contacts/inquiries from calls and other sources (generally recorded in the **I&R software**) in which inquirer problems or needs are addressed. Included are:

     - Transaction calls.
     - Outgoing calls.
     - Face-to-face contacts (walk-ins or I&R interactions in other settings such as community facilities).
     - Email contacts.
     - Social media interactions.
     - Voicemail contact responses.
     - Online chat contacts.
     - Video relay contacts.
     - Regular mail contacts.

   - ✓ The total number and types of problems/needs presented by inquirers.

   - ✓ Geographic and demographic profiles of inquirers.

   - ✓ The programs that received referrals.

8. The I&R service may also collect information about **ancillary I&R activities**, in addition to I&R inquiries, however that data should not be added to the overall contact/inquiry total without clear context. Included are:

   - ✓ Website visitor activity (e.g., total visits, unique visitors, individual page visits, searches conducted).
   - ✓ People accessing recorded information.
   - ✓ Social media postings.
   - ✓ Outreach presentations.
   - ✓ Brochures and/or other publications distributed.
   - ✓ Outbound advocacy calls.

- ✓ Outbound customer satisfaction/quality assurance calls.
- ✓ Outbound follow-up calls.
- ✓ Outbound calls to verify resource information.
- ✓ Community problems/needs reporting.

9. The reports generated by the I&R service include the following:

- ✓ Total number of inquiries.
- ✓ Total number of individuals served.
- ✓ Total number and types of problems/needs.
- ✓ The number and/or percentage of inquiries by call type (dispositions) such as:
  - o Information only.
  - o Assessment and referral.
  - o Assessment without referral.
  - o Crisis intervention.
  - o Advocacy.
- ✓ Inquiries are recorded as:
  - o **Met needs**; or
  - o **Unmet needs**. A pattern of individual unmet needs may lead to identification of service gaps at the service delivery system level.
- ✓ The organizations and programs to which referrals were made.
- ✓ Follow-up results.
- ✓ Trends in community service provision/gaps in service.
- ✓ Geographic and other demographic information about inquirers in aggregate form (i.e., who people are and where they are calling from).
- ✓ Cross tabulations of types of problems/needs by geographic location and/or geographic location and the problems/needs within them.

10. The I&R service may also report on key performance indicators derived from its quality assurance and related activities, such as:

- ✓ Average times of transactions.
- ✓ Results of internal and independent **call monitoring** processes.

- ✓ Average answering times.
- ✓ Unmet demand (such as abandoned calls).
- ✓ Complaints and commendations.
- ✓ Case stories that illustrate composite examples of situations and outcomes secured by the I&R service.

SECTION 2: RESOURCE DATABASE

I&R services develop, maintain, use, and disseminate accurate, up-to-date resource databases that contain information about available community resources including details about services provided and the conditions under which they are available. The resource database supports the inquirer's right to accurate, consistent, comprehensive and unbiased information and the ability of the I&R service to be a non-partisan, non-ideological and impartial information source for available nonprofit, government and for-profit services that meet the organization's inclusion/exclusion criteria. The resource database is used internally by community resource specialists to identify resources for inquirers and is maintained by resource database curators. Resource data is also available externally to other human services organizations and the public via an online database that is structured to make searching as intuitive and user friendly as possible.

Standard 7: Inclusion/Exclusion Criteria

The I&R service develops criteria for the inclusion or exclusion of human services agencies and programs in the resource database. The criteria address the human services needs of all groups in the community served by the I&R service, may include government, nonprofit and relevant for-profit organizations as well as entities such as support groups that may not be incorporated, and are uniformly applied and publicly available so that all users are aware of the scope and limitations of the database.

Quality Indicators

1. The I&R service documents the inclusion/exclusion criteria for the contents of the resource database. The criteria address the human services needs of all groups in the community served by the I&R service; and the available resources which may include government, nonprofit and relevant for-profit organizations as well as entities such as support groups that may not be incorporated.

2. The criteria are consistent with and support the ability of the I&R service to maintain the resource database in accordance with the quality requirements of the AIRS Standards.

3. The document may assign priority ratings to specific types of services that are the most crucial to the mission of the I&R service and/or the focus of the most referrals. This enables the I&R service to focus the database updating process in terms of importance, especially in areas where resources are limited.

4. If the I&R service includes political cause and issue-oriented action groups in its resource database, the criteria strive for balance.

5. The I&R service does not charge a fee for the inclusion of any organization in its public resource database.

6. The inclusion/exclusion criteria include an appeal process for organizations seeking clarification on either the document itself or the application of the criteria.

7. The inclusion/exclusion criteria are approved by the board/governing/ or advisory body of the I&R service.

8. The organization's inclusion/exclusion criteria are reviewed and updated, at a minimum, every three years to ensure that they continue to meet the changing needs of the community. The review process combines an internal and external focus, and may include activities such as:

    - ✓ Assessing unmet needs.
    - ✓ Analyzing referrals made to organizations.
    - ✓ Discussions with community resource specialists.
    - ✓ Examination of demographic trends in the community.
    - ✓ Feedback from key stakeholders such as local funding bodies.
    - ✓ Engagement with human services agencies (e.g., by attending meetings of organizations representing different service sectors).

Standard 8: Data Structure and Data Elements

The resource database contains **data elements** that provide information about organizations that meet criteria for inclusion, the services provided by each organization, and the locations where those services are available. Each resource database record has a **resource profile** that contains all mandatory data elements, where applicable (e.g., a mailing address is included only if one exists). However, the specific data elements that are seen by a particular group of users (e.g., resource database curators, community resource specialists, the general public) may vary. Note that 'data elements' are not intended to be equivalent to 'fields' within the context of software structure. Multiple data elements may be handled within a single field depending on the design of the software. Together, these form the **data structure**.

Quality Indicators

1. **Mandatory and Recommended Data Elements:** The chart below lists the data elements for the Agency portion of an **organizational record**, **Site** data elements, where additional sites exist, and Services/Programs provided by the organization. The Mandatory or Recommended status of each data element is also indicated. Note that 'Mandatory' means that a data element must be entered *if that information is available* (e.g., if you need to provide documentation to apply for a service, then that information must be added. If no documentation is required, the field can be left empty). In the chart below, 'X' is a designation for 'non-applicable.'

AIRS Data Elements	***AIRS Data Record Category***		
	Agency	***Site***	***Service/Program***
Name	Mandatory	Mandatory	Mandatory
AKA (Also Known As) Names	Mandatory	Mandatory	Mandatory
Legal Status	Mandatory	x	x
Federal Employer Identification Number (EIN/FEIN)	Recommended	x	x
Licenses or Accreditation	Recommended	Recommended	Recommended
Street/Physical Address(es)	Recommended	Mandatory	x
Mailing Address(es)	Recommended	Mandatory	x
Phone Number(s) and Types	Mandatory	Mandatory	Mandatory
Website URL(s) including Social Media	Mandatory	Recommended	Recommended
Email Address(es):	Mandatory	Recommended	Recommended
Name and Title of Director/Manager	Mandatory	Recommended	Recommended
Description	Mandatory	Recommended	Mandatory
Days/Hours of Operation	Mandatory	Recommended	Mandatory
Physical/Programmatic Access for People with Disabilities	x	Recommended	Recommended

Eligibility	x	x	Mandatory
Geographic Area Served	x	x	Mandatory
Languages Consistently Available	x	x	Recommended
Documents Required	x	x	Mandatory
Application/Intake Process	x	x	Mandatory
Fees/Payment Options	x	x	Mandatory
Taxonomy Term(s) for Services/Targets	Recommended	Recommended	Mandatory

2. **Database Record Administration Data Elements**: Data elements that relate to the database record itself and are purely administrative in nature are included in a separate table. Most are automatically assigned by the system and are not displayed when records are published. The exception is the date of last annual verification which many I&Rs choose to display.

AIRS Data Elements: Record Administration	
Unique ID Number	Mandatory
Record Ownership Code	Mandatory
Date of Last Annual Verification	Mandatory
Date of Last Interim Change	Mandatory
Contact for Last Change	Recommended
Resource Database Curator for Last Change	Recommended
Record Status (Active/Inactive):	Mandatory
Record Inclusion (e.g. displayed online, in specific portals, directories, etc.)	Mandatory

3. The AIRS data elements should match the schema used in the open source **Human Services Database Specification (HSDS)** developed by Open Referral or the **AIRS XSD Schema**. These are the standard languages that best enable resource database interoperability. I&R services are strongly encouraged to use software that publishes to and accepts data from these formats.

Standard 9: Classification System/Taxonomy

The I&R service uses the **211 LA County Taxonomy of Human Services** (Taxonomy) to index and facilitate retrieval of resource information, increase the reliability of planning data, make evaluation processes consistent and reliable, and facilitate state/provincial and national aggregations and comparisons of data. If additional classification or indexing structures are used, these must be connected to the Taxonomy rather than functioning as independent indexing systems.

Quality Indicators

1. The I&R service has a current Taxonomy license.

2. The I&R service customizes the Taxonomy by identifying the terms that will remain active for use and deactivating those that that will be unavailable for indexing and searching. These customizations (for example, the authorization of terms) are made without changing the basic structure of the Taxonomy or the related service definitions. The customization of the Taxonomy is reviewed at least annually.

3. The structure and contents of the Taxonomy are constantly changing in response to changes in the services and target terms it encompasses. The I&R service has procedures in place to update and integrate Taxonomy additions and changes on a regular schedule according to their policies.

4. The I&R service reviews and revises its **Taxonomy customization** following major updates and completely reviews/updates its version of the Taxonomy at least annually.

5. Requests for new terms, revised term definitions, new **See Also References** terms, and new **Use References** (including local ones if appropriate) are shared with the **AIRS Networker**'s Taxonomy Community where they will be discussed by other peer members, reviewed by the 211 LA County Taxonomy of Human Services editor and considered for inclusion in the master system.

6. The I&R service uses software that supports the 211 LA County Taxonomy of Human Services and provides the basic functionality needed for the Taxonomy to meet the needs of community resource specialists and resource database curators including:

   ✓ Incorporating the key elements of the field structure of a Taxonomy record (including definitions, use references, and see also references

✓ The ability to search and display Taxonomy records in a variety of ways

7. The software incorporates the structure of a Taxonomy record and recommended structural elements to be used by community resource specialists and database curators. The table below indicates the recommendations:

Taxonomy Term Structural Elements/ Functionality	***Recommended Use***		
	Software Requirement	***Use by Database Curators***	***Use by Community Resource Specialists***
Taxonomy Term Name	Mandatory	Yes	Yes
Taxonomy Term Code	Mandatory	Yes	No
Taxonomy Term Definition	Mandatory	Yes	Yes
Taxonomy Term Date Changed	Recommended	Yes	No
Taxonomy Term Use Reference	Mandatory	Yes	Yes
Taxonomy Term See Also Reference	Mandatory	Yes	Yes
Taxonomy Term External Classification Terms	Recommended	Yes	No
Taxonomy Term Related Concepts (including codes)	Recommended	Yes	No
Taxonomy Term Facet (service, target, organization/facility, modality/delivery format, etc.)	Mandatory	Yes	No
Designation of Customized Taxonomy System (approved/used/deactivated)	Mandatory	Yes	Yes, except deactivated terms are not visible
Taxonomy Term and Use Reference name search (including partial word)	Mandatory	Yes	No

Hierarchical Taxonomy Term search	Mandatory	Yes	No
Ability to link/append Taxonomy Target Terms	Mandatory	Yes	No
Ability to export, print and report with various options	Mandatory	Yes	No
Specific Designation of Taxonomy System permission/rights	Mandatory	Yes	No
Taxonomy System change management process (incorporate XML version of Taxonomy System updates)	Mandatory	Yes	No
Custom Categorization of Taxonomy Terms	Recommended	Yes	Yes

Standard 10: Content Management and Indexing

Through training, database management procedures and supervision, the I&R service ensures that resource database curators organize information about human services into database records that accurately and concisely reflect the agency, its locations and its services/programs; index the services provided using the 211 LA County Taxonomy of Human Services in accordance with consistently applied practices; and assign other search methods or filters in a way that accurately reflects the conditions under which services are available.

Quality Indicators

1. The I&R service uses software that supports the AIRS Resource Database standards.

   ✓ Information in the resource database is accessible in ways that support I&R service delivery.

   ✓ The software module used by community resource specialists allows for search and retrieval by:

     - Organization, site and program name and related AKAs.
     - Type of services provided (using Taxonomy service terms including use references and see also references) with access to definitions.
     - Target population served, where applicable (using Taxonomy target terms) with access to definitions.

- Area served.

✓ It is possible to narrow service searches by geographic area served, proximity to the inquirer's location and other filters such as age, gender, or language availability.

2. The I&R service ensures through training, coaching, and database audits that resource database curators understand:

   ✓ The human service delivery system including the sectors it comprises.

   ✓ The differences between the public and private sectors.

   ✓ How government, nonprofit and for-profit organizations are organized and funded.

   ✓ The major types of service providers in their community.

   ✓ The broad range of programs and services they provide.

   ✓ How these organizations and the sectors they represent relate to one another and the people they serve.

3. The I&R service develops and uses a **style guide** that establishes rules for structuring information and writing narrative descriptions; and ensures that information within database records conforms to style guide rules and is clear, concise, consistent, relevant and user friendly. The style guide includes:

   ✓ Specific requirements for all data elements/data fields in use.

   ✓ Consistent rules and phrasing for narrative data elements (e.g. organizational/program/AKA and other names, addresses, websites and social media, telephone numbers, hours and days of operation, languages, age ranges and other eligibility criteria, application/intake process, required documents and fee structures).

   ✓ Respectful, person-first terminology and other preferred language conventions.

4. Resource database curators consistently follow the guidelines outlined in their style guide. They:

   ✓ Structure organization entries into agency, site, and service components (or other components permitted by the software).

- ✓ Designate agency, program and site names as required.
- ✓ Use and differentiate between program names and **service group** names.
- ✓ Ensure that address information is entered consistently to facilitate geographic location searches.

5. Resource database curators prepare well-written, concise narrative descriptions that reflect the format and writing style defined in the I&R service's style guide. Narrative descriptions:

   - ✓ Encompass all relevant services provided by the organization.
   - ✓ Support Taxonomy (and other indexing) decisions, i.e., all services and service conditions that are indexed are also described.
   - ✓ Clearly and correctly distinguish **primary services** and **secondary services** and describe the relationship between them.
   - ✓ Clearly and correctly distinguish eligibility criteria for services and **target populations** served.
   - ✓ Correctly distinguish the agency's location and the areas its programs serve.
   - ✓ Accurately reflect other required information about the agency, its locations, and its services.
   - ✓ Avoid repeating phone numbers and other numerical data that have their own structured fields.

6. Database curators develop and consistently apply rules for indexing database records using the 211 LA County Taxonomy of Human Services. They:

   - ✓ Use Taxonomy terms within their customized list that accurately reflect the type of service provided.
   - ✓ Use Taxonomy terms within their customized list that accurately reflect targets for service, when applicable; and only use target terms to modify service terms, not as standalone concepts representing a service.
   - ✓ Develop and adhere to internal rules for assigning target population terms in a consistent manner.

- ✓ Consistently use the same Taxonomy terms to index the same services and the same target populations throughout the resource database.

- ✓ Index all primary services that meet the I&R service's inclusion/exclusion criteria.

- ✓ Only index primary services, and avoiding indexing secondary services, **ancillary services**, **phantom services**, and **indirect services**.

- ✓ Avoid using terms from multiple levels on the same Taxonomy branch, except in the target populations section where the practice is permitted.

- ✓ Avoid using multiple service terms within the Taxonomy ('**double indexing**') regardless of where they are located in the hierarchy to index a particular service.

7. Database curators analyze the needs of their community, develop customized filtering capabilities that reflect those needs and establish rules for organizing database records using search keys (such as legal status, age, gender, and languages) for filtering purposes. They:

   - ✓ Understand the structure of geographic search options within their software and accurately reflect the areas in which specific services are available using the software's geographic system.

   - ✓ Choose and consistently use appropriate options for key fields (e.g., legal status, age, gender, languages) that accurately reflect the organization and the conditions under which services are available.

8. Documented procedures are in place for reaching out for **new resources**, acquiring information about them and, upon inclusion in the database, verification by the organization.

9. The I&R service develops and uses a standardized survey instrument to collect consistent information about new organizations considered for inclusion in the resource database.

10. Documented procedures are in place for gathering and integrating **interim information changes** (i.e., changes that occur between annual verification).

11. Resource database curators acquire the information they need to develop new database records or update current ones. They:

    - ✓ Conduct an evaluation to determine whether new organizations meet established inclusion criteria, correctly apply the criteria to determine whether they should be included and follow approved notification procedures when an organization does not meet the criteria.

- ✓ Appropriately use material submitted by the organization or gathered elsewhere (e.g., website, questionnaire, social media scans, pamphlets, newspaper articles) to develop an understanding of the resource, its locations and its services/programs; document source material that is not in printed form; and verify all information with the organization before incorporating it into an entry.

- ✓ Identify the appropriate contact when an interview is required, ask clarifying questions in a concise manner and document key answers.

12. The I&R service has **update verification procedures** to ensure accuracy which include the name of the individual authorizing the update and the date of authorization. Changes and additions from all viable sources are reviewed by a resource database curator prior to posting. Updated records are retained until a more recent version is received.

13. During the updating process, the I&R service accelerates the processing of responses from higher priority organizations that deliver critical services to the community as well as those from organizations that receive the most referrals from the I&R service. The resource database curator engages in activities aimed at establishing positive, long-term relationships with these key organizations.

14. Organizations that do not respond after multiple attempts but cannot be deleted because they offer critical services, are updated via alternative methods (phone, website, or site visits). The I&R service does not require verification of the final update under these circumstances. However, documentation describing how the update was obtained and the reason for the decision not to delete the record are required.

    - ✓ If updated by telephone, the name of the person who confirmed the information and the date are recorded.

    - ✓ If by a website visit, information that the update was verified via the Internet and the date are documented.

    - ✓ If by a site visit, the names of the people visited, and the date are recorded.

    Once the resource database curator is satisfied that they have obtained the best information possible, and has documented how and when the update was performed as well as the reason for the decision not to delete the record, it is permissible to mark the agency as having received its annual review.

15. The update form or the accompanying cover letter has a statement that the I&R service reserves the right to edit information for brevity, clarity, and content, and to publish the information in a variety of media.

16. Resource database curators thoroughly proofread their work and eliminate spelling and grammatical errors.

17. The I&R service ensures that there are an adequate number of staff to properly maintain the resource database in accordance with their organization's established inclusion/exclusion criteria while ensuring that the internal resource database policies and procedures as well as the AIRS Resource Database Standards are being met.

18. The process for calculating the number of staff required to properly maintain the resource database involves an understanding of the:

    - ✓ Number of agency and program/service records being maintained.
    - ✓ Complexity of organizational records in terms of their maintenance challenges and the proportional weight of complex versus straightforward records.
    - ✓ Software structure and the number of steps needed to create and/or update records.
    - ✓ Time required for the additional, ancillary responsibilities assigned to resource database curators.
    - ✓ Relevance of the inclusion/exclusion criteria and the current extent to which those criteria are being met.
    - ✓ Unique geographic and related challenges (e.g., the inherent difficulties of maintaining resources for large rural areas or diverse metropolitan regions).

Standard 11: Database Quality Assurance

The I&R service has a quality assurance review process to ensure that information in the resource database is accurate and complete.

Quality Indicators

1. The I&R service uses a quality assurance process to evaluate records in the resource database for consistency and adherence to style guide requirements.

2. The I&R service regularly reviews the assignment of Taxonomy terms to resource database records to evaluate **indexing** consistency across organizational records and adherence to AIRS Resource Database Standards.

3. The I&R service has a documented process for verifying information in the resource database that involves multiple attempts to achieve a 95% verification rate within a 12-month cycle. This includes a mechanism for tracking the response rate and a way of evaluating the success of the methods used (e.g., mail/electronic survey, fax, telephone, site visits, follow-up correspondence and the use of various messaging techniques). Information that cannot be verified is considered for removal from the database.

4. The I&R service can generate a report that lists resource database records according to the date of last annual update. The report is run at least quarterly and, depending on the result, the I&R service develops a plan to bring the database up-to-date.

5. The I&R service has a documented process by which resource database curators provide feedback to other community resource specialists regarding important changes that have been made in the database.

Standard 12: Resource Database Data Collection, Analysis and Reporting

The I&R service's resource database is the primary source of information about the programs and services available to the community served. The I&R service collects, analyzes and reports information that describe the types of services that are available, the organizations that provide them, and the specific areas in which services are available or unavailable in ways that are useful to themselves and community partners.

Quality Indicators

1. The I&R service regularly reviews its resource database in order continue to meet community needs. This study includes analysis of its resource database in terms of the types of services available within various human services sectors, the number of those services, their locations and areas served, as well as the conditions under which their services are available, (e.g., the language(s) in which they are provided, their availability during evenings and weekends. The analysis also considers the problems/needs of the community as reflected in service requests by inquirers and the ability of community resource specialists to identify referrals for them.

2. The I&R service works with other community partners to integrate resource data and inquirer data with other relevant data sources in multiple ways; such as mapping with Census data, overlaying requests for particularly critical services showing the location of organizations that provide those services. (e.g., matching emergency food locations against areas populated by low income individuals and families or identifying the location of services for older adults in conjunction with Census data regarding the distribution of age groups within a community).

3. The I&R service reports key performance indicators derived from its quality assurance and related activities within the resource database (e.g. total organizational and program records

maintained, average times for processing and responding to requests, the number of interim changes made throughout the year, the number of new records researched and added to the resource database, and the results of completed quality audits).

SECTION 3: COOPERATIVE RELATIONSHIPS

I&R services at local, regional, state/provincial, and national levels work cooperatively with one another to establish and maintain meaningful working relationships while also participating in the broader service delivery system in their own community.

Standard 13: Cooperative Relationships within the I&R System

In communities that have both **comprehensive** and **specialized I&R** services, they work together to develop cooperative and respectful working relationships to build a coordinated **I&R system** that ensures broad access to information and referral services, maximizes the utilization of existing I&R resources, avoids duplication of effort and encourages seamless access to community resource information. I&R services with broader geographic reach (e.g., statewide, province-wide, regional, or national level programs) strive to develop similar working relationships within the area they serve.

Quality Indicators

1. The I&R service participates in ongoing cooperative program planning and development activities which take into consideration community needs, existing resources, and the activities of other I&R services. Each I&R service:

    - ✓ Participates in efforts to identify community I&R needs.
    - ✓ Maintains current information about other I&R services and their activities.
    - ✓ Develops priorities for I&R program development.
    - ✓ Participates in existing cooperative I&R efforts.
    - ✓ Becomes a catalyst for new cooperative service arrangements.
    - ✓ Participates in decision making that addresses system-wide I&R issues.

2. The I&R service coordinates its service delivery with other programs in the area to avoid duplication of effort, encourage services integration and ensure that information and referral is broadly available to all inquirers. Comprehensive and specialized I&R services whose service areas overlap, develop, and define their working relationships and document them in written form (such as a **Memorandum of Understanding or MOU)**. The objectives are to ensure that people needing services have access to the most appropriate I&R service to address system-wide needs. The agreements negotiated by agency leadership support:

   - ✓ Community resource specialists in partnering organizations coordinating their efforts with their colleagues to meet the critical needs of all inquirers in the community.

   - ✓ Broader development of collaborative relationships through peer-to-peer interactions on behalf of inquirers and communities (e.g. community events, resource fairs, and community programs).

   - ✓ Cooperative service arrangements such as coordinated after-hours coverage and linked websites.

   - ✓ Innovative methods of delivering I&R services within the overall system.

3. The I&R service participates in resource **database collaborative** or other data use partnerships (such as a **statewide/province-wide database**) as a means of avoiding duplication of database curation activities and achieving broader and more in-depth coverage of different types of community resources. When an I&R service has an agreement with organizations using its data, it includes conditions that protect the integrity of the resource data such as a time limit on the use of the data, an agreement that data cannot be repurposed without permission, and a description of the any updating responsibilities.

~~4.~~ When considering major technological investments, (e.g. software platforms and telecommunications), the I&R service explores collaboration with other I&R services, either within their own geographical area or the broader I&R sector.

5. The I&R service participates in community-wide data collection, analysis, and reporting activities. Comprehensive and specialized I&R services, may combine inquirer data to provide a comprehensive picture of service requests throughout the system; or may contribute data for inclusion in a statewide/province-wide report.

6. The I&R service strives to make the I&R system more efficient and responsive by collaborating on functions such as reporting, staff training, and public awareness.

7. I&R services communicate with one another regarding promotional, marketing, or other communication efforts within the same media market or adjoining media markets, if there is a reasonable possibility that the public might inadvertently be confused.

Standard 14: Cooperative Relationships with Service Providers

The I&R service develops cooperative working relationships with human service providers (e.g., food pantries and homeless shelters) and larger service systems (e.g., those serving individuals with mental health and substance use disorder issues). These relationships help to advance an integrated service delivery system that ensures broad access to community services, maximizes the use of existing resources, and facilitates the ability of people who need services to easily find the most appropriate provider. I&R services with broader geographic reach (e.g., statewide, province-wide, regional, or national programs) strive to develop similar working relationships within the areas they serve.

Quality Indicators

1. The I&R service explores opportunities for collaborative service delivery with service providers, e.g., participation in case coordination, eligibility screening, appointment setting, initial intake~~,~~ and systems reporting.

2. The I&R service works cooperatively with service providers to address issues that have a critical impact on the community as a whole, such as **disaster relief** and **disaster recovery**, homelessness, and health care service delivery.

3. The I&R service collaborates with other service providers in areas such as cross-training, awareness and outreach, knowledge sharing and other activities that mutually benefit service providers and their clients.

4. The I&R service collaborates with other service providers on community-wide data collection, analysis and reporting that enhance awareness of local problem/needs and improve client outcomes.

SECTION 4: DISASTER PREPAREDNESS

I&R services have a role in meeting the needs of their community during times of **disaster**, acknowledging their role may vary depending on the population they serve, or the phase of the disaster, (i.e., preparedness, response, relief and recovery). The I&R service is prepared to assess and provide referrals for inquirers who are experiencing a crisis due to a disaster, or who want to offer assistance and contact the I&R service for a means to do so. Preparation includes development of an emergency operations and continuity of operations plan that enables the I&R service to continue to provide services during and after a disaster.

Standard 15: Emergency Operations and Continuity of Operations Plan

The I&R service has written disaster plans that specifically address incidents common to the area, and comprehensively prepare staff/volunteers for most typical emergencies. There are two main components of effective disaster planning (some organizations have two separate plans to meet this requirement):

- ✓ An emergency operations manual that defines what constitutes a disaster as well as the organization's disaster preparations and response procedures articulating both internal and external stakeholder expectations. The manual describes the steps the organization will take to prepare for an emergency, manage operations during an emergency, and meet the needs of the community during and after an emergency.

- ✓ A Continuity of Operations Plan (COOP) references emergency preparedness and **mitigation** activities for the entire organization. The COOP includes business continuity strategies for all critical services (e.g. payroll, human resources, and technology), the plan for them to return to operations after the disaster, and also delineates the steps to be taken to prevent or minimize business interruptions before, during and after an emergency and to support long-term recovery.

Quality Indicators

1. The I&R service has emergency operation procedures in place for maintaining service delivery during and after an emergency that may occur in the same area in which the program is located or in an area that impacts service delivery. The I&R service has written procedures related to:

    - ✓ Continuity of mission-critical functions including:

        - o Notification of activation of disaster plan.
        - o Personnel Coordination:
            - Designation of key staff.

        - Delegations of authority (e.g. communications, contracting).
        - Order of succession.
        - Expectations of personnel during duty and non-duty hours.
    - Designation of mission-essential functions.
    - Designation of alternative facilities.
    - Contact information for critical vendors and infrastructure (e.g. telephone service provider, building management).
    - Continuity of communications among staff before, during and after a disaster.
    - Securing access to vital records and databases.
    - Plans for reconstitution and termination of emergency measures.

- ✓ Procedures include response to various kinds of emergencies (e.g. fires, tornado, medical emergencies, bomb threats), such as sheltering in place, using protective equipment, working without power.
    - Emergency evacuation of the facility, including:
        - Designated exits.
        - Designated external personnel meeting or assembly area.
        - Procedures for ensuring staff and visitors have left the building.
        - Damage assessment.
        - Gas, electricity, and water shut off instructions.
        - Procedures for assisting staff and visitors with a disability leave the building.

- ✓ Staff training and preparation:
    - Equipment needed for staff and volunteers to maintain service delivery (e.g. go-kits/bags for remote or alternate locations).
    - Periodic drills at a minimum annually, that allow staff and volunteers to practice emergency procedures.

- ✓ Post-emergency activities such as:
    - Debriefing staff/volunteers.
    - Addressing mental health fatigue and burn-out.
    - Documenting emergency plan challenges and how to improve them going forward (e.g. after-action review).
    - Reporting the volume of inquirer requests, and the met and unmet needs to emergency planners and the community.

2. The I&R service has procedures for maintaining service delivery (i.e., answering inquiries and continuing to update community resources) during and after an emergency including relocation or alternative modes of service delivery. The I&R service should have a **mutual assistance agreement** with at least one I&R service outside the area for maintaining service delivery before, during, and after an emergency. The agreement should include protocols for activation,

cooperative procedures for maintaining service delivery and training exercises and simulations. The agreement and protocols are updated annually and aligned with the I&R service's continuity of operations plan and emergency operations plan.

3. The I&R service ensures that its facility is capable of handling and/or adapting to increased needs during a disaster, particularly in situations where many volunteers will be working at the facility. (e.g. 24-hour environmental controls, cleanliness and sanitation, parking and security, and the ability to conform with building codes and standards).

4. The I&R service supports and encourages all staff to develop emergency plans for their own homes and families that allow them to better fulfill their agency roles in an emergency, secure in the knowledge that their families are properly prepared.

Standard 16: Relationships with Emergency and Relief Operations

The I&R service participates in ongoing cooperative **disaster response** planning in their service area and establishes relationships within the community's **disaster services** network including a formal role within the community's emergency preparedness plan.

Quality Indicators

1. The I&R service understands the command and control structure within their jurisdiction (i.e., the responsibilities and authority of officials at city, county, state/provincial and federal levels) and their own role and that of other organizations in the response, relief and recovery phases of a disaster. Obtaining nation training or certification for incident management for staff (e.g. **National Incident Management System (NIMS)** or Incident Command System Canada) supports acquiring competency in this area.

2. The I&R service seeks formal agreements with appropriate government and private sector emergency operations and relief agencies such as local offices of emergency services, **Voluntary Organizations Active in Disaster (VOADs)** and the Red Cross. The agreements outline the roles and responsibilities of all parties.

3. The I&R service actively participates in community meetings that address plans for **disaster preparedness**, mitigation, response, relief, and recovery.

Standard 17: Disaster Resources

The I&R service develops, maintains, and/or uses an accurate, up-to-date resource database that contains information about available community resources that provide services in times of disaster. Database records include descriptions of the services organizations provide and the conditions under which services are available; and are indexed and accessed using the 211 LA County Taxonomy of Human Services and complying with AIRS Resource Database Standards.

Quality Indicators

1. The I&R service's resource database includes information about permanent local, state/provincial and federal disaster-related resources (i.e., organizations with a formal role in emergency response, a clearly defined disaster mission and/or a history of providing services during previous incidents).

2. The I&R service also includes information about organizations and services that have no formal role in emergency response but emerge in the context of a particular disaster. The I&R service monitors social media and mass media for information about new resources and changing situations. The I&R service verifies all information before sharing. A streamlined verification process, if used, must still provide a sufficient level of data validation to ensure accuracy.

3. The I&R service enables staff from other agencies to use the resource database to provide service delivery or resource database curation support by using the Disaster Services section of the 211 LA County Taxonomy of Human Services to index disaster-related services. Additional classification structures such as **keyword index** may supplement the Taxonomy but must be connected to the Taxonomy rather than functioning as independent indexing systems.

4. The I&R service updates disaster resources immediately prior to an anticipated disaster and throughout the response, relief, and recovery periods.

5. The I&R service has a written protocol and training for staff who are assigned to provide or assist with resource database curation.

6. The I&R service disseminates disaster-related information in accordance with pre-existing agreements with other organizations in the community.

Standard 18: Disaster-Related I&R Service Delivery

The I&R service provides information, assessment, and referral services to the community before, during and following a disaster or other emergency. Service delivery may be provided under circumstances that are more challenging and stressful than normal operations; and includes assessing the needs of the inquirer, evaluating appropriate resources, indicating organizations capable of meeting those needs, helping inquirers identify alternative resources and actively participating in linking inquirers to needed services or volunteer opportunities.

Quality Indicators

1. The I&R service ensures adequate staff to meet potential increases in inquirer contacts and needs.

2. The I&R service has agreements with other I&R services that include provisions for possible relocation of staff and/or redirection of calls.

3. The I&R service has a written protocol and training for staff who are assigned to provide information and referral at local assistance centers or other off-site locations.

4. The I&R service ensures through training, monitoring and coaching that community resource specialists have the skills to respond effectively to people in crisis, work cooperatively with other organizations, remain flexible in a rapidly changing environment, are willing to work under adverse conditions (e.g., long hours, uncomfortable surroundings), are aware of their own stress levels and coping mechanisms, respond appropriately in face-to-face communications and work within the boundaries of their I&R role.

5. The I&R service ensures through training, monitoring, and coaching that staff understand the government emergency response service delivery system and the types of services people typically need before, during and following a disaster including:

   - ✓ Organizations that generally provide services in disaster situations.
   - ✓ Organizations that may be closed or otherwise unable to deliver services due to the emergency (e.g., government offices, the courts).
   - ✓ Atypical services people may need to access (e.g., open hardware stores, functioning ATM machines).

   The I&R service also ensures through training that staff understand the structure of disaster resources within the database and/or other approved sources of disaster-related information.

6. The I&R service has a plan for promoting mental health and wellness practices for all staff working in disaster situations, including the provision of disaster stress debriefing.

Standard 19: Disaster-Related Data Collection/Reports

The I&R service tracks inquirer requests for service and referrals, collects demographic information from inquirers and produces reports regarding requests for disaster-related services and referral activity.

Quality Indicators

1. The I&R service collects and organizes inquirer data to support appropriate referrals, describe requests for disaster-related services, and identify gaps and overlaps in service.

2. The I&R service produces timely reports for the community and stakeholders regarding disaster-related referrals, access to services, service availability and unmet needs.

3. The I&R service produces an **after-action report** that documents the activities of the organization, including what worked well and what needs to be improved through revisions of the agency's disaster plan and/or additional training for staff.

Standard 20: Disaster-Related Technology Requirements

The I&R service has technology in place that enables the organization to maintain service delivery during times of disaster or a localized emergency.

Quality Indicators

1. As part of the organization's emergency operations and continuity plan, the I&R service has the technical ability to direct calls to another location (e.g., cell phones, home phones, or to another organization).

2. During a disaster or emergency, the I&R service has regular and emergency methods of communication between staff and management for use during calls, for after-hours contacts and when necessary for pre and post disaster communication (e.g., email, instant messaging, text/SMS messaging, satellite phones or mobile devices).

3. The I&R service has established relationships with their key vendors (e.g., telephone service, Internet service, website hosting vendor and software vendor) to ensure that the organization is given high priority for continued service in times of disaster.

4. The I&R service has the ability to access the resource database (e.g., via the Internet, a copy of the database on a computer, a directory or other print version) if regular access channels are not available.

5. The I&R service has a **risk management** and mitigation plan that identifies equipment, technical connections and other resources that may be impacted during emergency conditions.

6. The I&R service has an **uninterruptible power supply (UPS)**for all critical systems to continue operations on a short-term basis during a power failure.

7. The I&R service has an emergency generator or other power back-up that allows them to continue operations on a longer-term basis during a power failure. The I&R service has determined the length of time the back-up power supply will operate and has provided staff with information about the components of the organization's operations (e.g., which computers, telephones it will power.

8. The I&R service has back-up systems for their telephones (e.g., cell phones and chargers, or two-way battery-operated radios and spare batteries) to ensure ongoing access in situations where there is no local electricity.

9. The I&R service can remotely reprogram its phone lines and data network.

Standard 21: Disaster Training and Exercises

The I&R service ensures through training, monitoring, and coaching that staff are knowledgeable about emergency operations and business continuity expectations. The I&R service participates in **disaster exercise** to test the organization's emergency operations and business continuity plan.

Quality Indicators

1. The I&R service provides staff training that addresses the specific types of disasters common to the area; the organization's role and mission in times of disaster; the phases of disaster; federal, state/provincial and local response plans and resources; and other topics to help prepare staff for an emergency and ensure that they understand their organization's commitments.

2. The I&R service provides training on the organization's disaster preparedness procedures and protocols for all staff.

3. The I&R service provides training for staff community resource specialists that addresses the attitudes, skills and information required to meet the needs of inquirers in crisis during a disaster. The training helps community resource specialists understand the impact of disasters

on individuals and communities, and addresses the specific requirements of people with special needs, (e.g., individuals with disabilities and/or health conditions, language barriers, cultural differences or other applicable characteristics).

4. The I&R service provides training for resource database curators that addresses the types of pre-disaster resources that need to be included in the database as well as those that need to be added following the occurrence of an incident; use of the Disaster Services section of the 211 LA County Taxonomy of Human Services as a classification structure; and procedures for the collection, validation, maintenance and dissemination of disaster-related information.

5. The I&R service has a plan to quickly recruit, train and utilize volunteers or staff who are assigned to provide information and referral and database curation

6. The I&R service participates in community disaster exercises and monitors other disaster exercises opportunities, as appropriate.

SECTION 5: ORGANIZATIONAL EFFECTIVENESS

The I&R service's **governance** and operational structure enables it to fulfill its mission. Activities include establishing itself as (or within) a legal entity, developing **policies and procedures** and an organizational code of ethics that guide the organization, adopting sound fiscal and personnel management practices, providing a safe and secure work environment, offering new hire onboarding and ongoing professional development, establishing and maintaining an effective technological infrastructure, increasing public awareness of the value of I&R services to the community, and developing and implementing an ongoing quality assurance and **evaluation** process.

Standard 22: Governance and Oversight

The organization's governance and operational structure enables the I&R service to fulfill its mission.

Quality Indicators

1. The I&R service has (or is part of an organization that has) a governing body (e.g., a **Board of Directors**) that is convened according to the laws of its jurisdiction and its own bylaws. The governing body represents the diverse interests of the community and oversees the implementation of goals and objectives that ensure service quality and program **sustainability**.

   If the organization operating the I&R service does not have a Board of Directors or if that Board is remote from the operation of the I&R service, an **Advisory Committee** of local stakeholders provides appropriate oversight.

The governing body is responsible for providing:

- ✓ An adequate number of professional staff to meet key performance indicators.
- ✓ Financial and technical support to provide the necessary tools for staff to do their jobs.
- ✓ An annual budget, appropriate financial records and **audits** that are conducted by independent public accountants.
- ✓ An awareness and promotion of the value of I&R services.
- ✓ Executive staff who are accountable to the governing body.
- ✓ Regular meetings that are documented according the bylaws and standard governance practices.
- ✓ Accountability, transparency, and business continuity within the organization.

2. The organization has a mission statement that reflects the purpose and philosophy of the I&R service.

3. The I&R service has a strategic plan that is regularly reviewed by the governing body and executive staff, in order to assess operational effectiveness and set meaningful goals, strategic objectives and desired outcomes. The strategic plan emerges from research, incorporates feedback from staff at all levels and considers external stakeholder recommendations. The strategic plan may include goals for continuous improvement that are ambitious in scope but are realistic given community circumstances and available resources.

4. The I&R service uses best practices for quality measures which may include a secret shopper program, call monitoring calibrations and working with local stakeholders (e.g. local agencies, program funders, university partners, etc.) toward program and outcomes evaluations.

5. The I&R service has formally adopted and regularly reviewed policies and procedures that articulate its core principles. The document also covers areas such as board/organizational governance, employee policies, protections for whistleblowers, fiscal regulations, data security, hiring and training practices; and is available to all staff.

6. The I&R service participates in **public policy** activities that focus on issues that are important to its community and its stakeholders, and participates in activities that further the overall goals of the I&R service and the field as a whole. The I&R service creates reports that can be used for system advocacy in support of public policy goals.

7. The I&R service has a formal process for registering and attempting to resolve complaints from inquirers, staff members and the community. All complaints can be appealed to the governing body as a final step in the process. The I&R service guarantees protections for whistleblowers.

8. The I&R service has a Code of Ethics that establishes fundamental values and professional standards of conduct for all staff. These principles address relationships with colleagues, managers, the communities they serve and other human service professionals with whom they work. The Code of Ethics is approved by the governing body and included in the employee handbook or equivalent. All staff review and sign this document to demonstrate their understanding and agreement.

9. The I&R service has a statement approved by the organization's governing body prohibiting **discrimination** in all of its forms and provides training for all staff that addresses anti-discrimination practices to ensure their full understanding and compliance. The **nondiscrimination statement** should include equity and inclusion principles.

10. The I&R service has sound fiscal controls to manage revenue and expenses in a responsible and sustainable manner. All financial controls and procedures are consistent with generally accepted accounting principles and in compliance with legal requirements.

11. The I&R service has sufficient insurance coverage, including cyber insurance (to protect against possible data breaches), and personal and property liability/**indemnification** for board members, staff, and volunteers.

12. The I&R service provides appropriate, accessible, safe, and secure operational space, including areas for confidential interviewing, and equipment that facilitates the ability of staff to do their work.

Standard 23: Technology

The I&R service uses **technology** that supports the ability of staff to meet operational goals, improve access, accommodate the communications preferences of inquirers, remove barriers to information and overall assure a positive client experience. Technology may include telephone and telecommunications systems (such as **ACDs**), computer systems and software applications, assistive technology for people with disabilities, instant messaging (IM), text/SMS messaging, online chat, video relay, social media and self-service mechanisms such as **automated attendant**/interactive voice response systems, community kiosks and searchable I&R databases on the Internet.

Quality Indicators

1. The I&R service evaluates and tests new methods of access and technical advances prior to implementation to ensure that service delivery is enhanced, and the privacy and confidentiality of inquirers are protected.

2. The I&R service reviews how different demographic groups in the community access information and creates technology goals for the organization that reflect changing inquirer needs and preferences.

3. The I&R service ensures that its public website and searchable online resource database and/or mobile app, is accessible by all individuals including people with disabilities.

4. The I&R service has a plan to update technology when needed.

5. The I&R service creates and retains a digital and/or paper copy of payroll, personnel, legal and financial records in compliance with applicable legal requirements.

6. The I&R service has information technology, cybersecurity and **cyberethics** policies and practices that address threats to inquirer privacy; safeguard critical client and resource data by controlling access, sharing, retention and disposal of data; secure physical IT assets; and provide related training for all staff. All policies are reviewed and updated at least every two years.

7. The I&R service conducts technology redundancy exercises annually and documents the results. The exercises highlight vulnerabilities in data back-up and system restoration protocols for all main technology databases and servers to ensure that data will not be lost.

8. The I&R service has access to professionals with technical expertise to ensure that the organization's technology is being appropriately maintained, and that provisions are in place to ensure a priority response to any breakdowns in key infrastructure.

Standard 24: Personnel Management

The I&R service uses a person-centered approach to personnel management based on policies, procedures and tools that facilitate service continuity, quality, and consistency. Key elements include ensuring that staffing levels are based on demand, and an executive team that ensures positive and healthy relationships throughout all levels of the organization.

Quality Indicators

1. The I&R service has an organizational chart that shows levels of authority and the reporting relationships within the organization. If the agency is part of a larger organization, the I&R service is included within the chart.

2. The I&R service conducts **succession planning** to ensure continued effective leadership by providing for the development and replacement of key staff regardless of how an absence occurs (sudden, planned, temporary or permanent). The plan guides leadership transitions when an executive director or other key staff leave the organization or accept another role. The plan includes identification of potential replacements and strategies for developing current staff and/or hiring new individuals with the skills to meet future needs.

3. The I&R service has job descriptions for all employees and volunteers that outline duties, responsibilities, essential job functions and supervisory relationships. The job descriptions are reviewed every two years.

4. The I&R service recruits and hires qualified staff who exhibit competence, ethical behavior, compatibility with organizational values, a positive and caring attitude, and reflect the community served. The I&R service:
   - ✓ Disseminates listings for both employee and volunteer positions broadly to ensure that qualified candidates who reflect the **diversity** of the community are aware of open opportunities.
   - ✓ Compares each candidate's qualifications and experience to the job description using a standardized screening process.
   - ✓ Uses structured questions that are specific to the position and the values of the organization, to interview candidates.
   - ✓ Has an objective process for interviewing and evaluating candidates, including an assessment of each applicant's skills, knowledge, and aptitude prior to making a formal offer.

5. The I&R service provides ongoing supervision, **evaluation**, **mentoring**, and support of all employees and volunteers using standardized observation and performance appraisal forms. When performance problems are identified, they are documented and addressed in an individual improvement plan. If the improvements outlined in the plan are not met, the I&R service has a procedure for progressive discipline that includes terminating employment.

6. The I&R service complies with legal requirements for staff requiring reasonable accommodations, which may include assistive technology.

7. The I&R service provides tools and technology to support the ability of staff and volunteers to work remotely. When community resource specialists are working off-site, procedures are in place to ensure that there is no discernible difference in the quality of service. Personnel procedures and training opportunities are consistent with those available to on-site staff and volunteers. **Remote** I&R service delivery requirements include provisions for staff to:

   - ✓ Make three-way calls to connect inquirers to external resources including access to a language interpreter.
   - ✓ Contact emergency services while maintaining a connection with the inquirer.
   - ✓ Work in a distraction-free environment.
   - ✓ Access supervisory assistance including coaching, when required, and for supervisors to exercise quality assurance measures.

8. The I&R service has internal procedures that enable communication between and among management and staff, through a variety of activities including (e.g. regular staff meetings, online social media discussions or forums, in-person dialogue, collaborative problem-solving), to facilitate information sharing and input.

9. The I&R service conducts a comprehensive workplace **ergonomic** analysis at least every three years to identify and mitigate risk factors. The evaluation considers work activities, repetitive movement patterns, workstation design, workplace seating, work tools and equipment and the posture of staff.

10. The I&R service works collaboratively with staff to develop a workplace program that encourages positive lifestyle choices such as regular exercise and healthy eating, both inside and outside the workplace, as ways to reduce stress, burn-out and compassion fatigue, maintain healthy relationships at work, and improve staff retention.

11. The I&R service monitors employee turnover/attrition and reasons for leaving and has a process for identifying when the turnover percentage begins to impact service delivery and quality (e.g. exit surveys or interviews, and confidential staff surveys.).

Standard 25: Staff Training

The I&R service provides training for new hires as well as existing staff and volunteers. The training reflects job descriptions for individual positions and is consistent with material in the **AIRS I&R Training Manual**, the AIRS Standards, and the Job Task Analysis for community resource specialists and resource database curators.

Quality Indicators

1. The I&R service has a training curriculum for staff and volunteer positions, including student interns. The modules have training goals and objectives that include both formal (e.g. written) and informal (e.g. role play) exercises to reinforce knowledge acquisition and skill development that must be successfully completed. The curriculum encompasses the tasks, knowledge and skills outlined in the AIRS Job Task Analyses for Community Resource Specialists (CRS), Community Resource Specialists – Aging/Disabilities (CRS-A/D), and Community Resource Specialists – Database Curators (CRS-DC).

2. The I&R service's new hire and ongoing professional development training is consistent with the material contained in the AIRS I&R Training Manual.

3. The I&R service accommodates the diverse **learning style**s of staff and volunteers including visual, auditory, and kinesthetic learners.

4. The I&R service provides new hire orientation and onboarding for new staff and volunteers that addresses:
   - ✓ The role, mission, values, culture, and purpose of the I&R service.
   - ✓ The structure and policies/procedures of the organization including the role of the governing body.
   - ✓ The range of services provided, and the functions associated with specific positions.
   - ✓ The legal requirements that affect service delivery (e.g., abuse reporting, privacy/confidentiality).
   - ✓ Compliance training required by stakeholders and jurisdictions (e.g., **cultural competency**, sexual harassment, anti-**racism**, civil rights).

5. Following orientation, a staged training process includes:
   - ✓ Training periods that allow new community resource specialists to practice their skills in a supervised environment (e.g. job shadowing, role playing, observation), where duties are monitored, and coaching is available.
   - ✓ On-the-job training that involves increasing levels of responsibility until the individual is self-sufficient and able to handle day-to-day tasks independently.
   - ✓ Ongoing professional development that offers continuing education opportunities that focuses on broadening skills, deepening expertise, and expanding knowledge. Activities may include in-house training or external training such as continuing education classes, webinars or workshops offered at I&R conferences or other professional gatherings.

6. The I&R service evaluates newly trained staff using objective tools (e.g., written tests, quality monitoring forms and subjective measures (e.g., observation) to ascertain whether trainees have developed sufficient **competency** before assuming additional duties. Procedures are in place to guide decisions for trainees who do not demonstrate the required competency within a specified period of time such as completing a review at the end of the probation period that includes coaching and feedback regarding performance and expectations moving forward.

7. The I&R service evaluates the effectiveness of its training program and the performance of its trainers, and modifies the training based on feedback and evaluation.

8. Certification and recertification are included in the ongoing professional development plans for all staff and volunteers. Community resource specialists, resource database curators and other staff seek to obtain professional credentials such as AIRS Certification through organizationally recognized state, provincial/territorial or national programs.

Standard 26: Promotion and Outreach

The I&R service operates an **outreach** program to increase public awareness of the organization, the services it provides and the value and impact of I&R on individuals, families, and the broader community. Outreach is tailored to reach and address the diversity of people living in the community and care is taken to avoid creating a demand that the I&R service is unable to meet.

Quality Indicators

1. The I&R service sets goals that establish outreach objectives (e.g., to increase the number of inquiries from a particular county by 5% over the next year) and establishes a process for tracking effectiveness (e.g. examining demographic and referral data).

2. The I&R service structures its outreach activities to target specific populations within the community (e.g., faith-based organizations, diverse cultural communities, law enforcement, schools) and establishes a process for tracking the number of targeted populations engaged.

3. If the I&R service is part of a larger organization or has staff working in other departments, outreach plans and objectives are coordinated to ensure that all staff are aware of commitments made, capacity to respond and community expectations.

4. When multiple I&R services operate in the same media market, they keep each other informed about any pending awareness, marketing, and public relation campaigns prior to the campaign's launch. This communication helps I&R services to prepare for any potential increase in demand or confusion that may arise from inquirers. If the two I&R services are focusing on the same target groups, they explore collaboration.

5. The I&R service publicizes its services to people in the community who may experience barriers to accessing services due to factors such as disabilities, social isolation, housing instability, and language or cultural barriers.

6. The I&R service improves public relations by communicating regularly with community service providers, government officials, and local planning bodies and by participating in various community activities (e.g. community resource fairs, cross-sectoral collaborations, and community planning meetings).

Standard 27: Quality Assurance

The I&R service has a quality assurance process that assesses the effectiveness of its services, its appropriate involvement in the community and its overall impact on the people it serves. Quality assurance is included in all aspects of the I&R service (service delivery, resource database, reports and measures, cooperative relationships, disaster preparedness and organizational effectiveness. The I&R service uses its performance and quality data to assess operational effectiveness, enhance decision making, improve accountability, set meaningful goals and strategic objectives and articulate outcomes in key areas of its operation. Key performance indicators (KPIs) and associated **metrics** are defined, measured, and aligned with the AIRS Standards as well as stakeholder expectations. KPIs may include individual and programmatic metrics which are developed in consideration of available resources. The quality assurance process evolves as the I&R service builds its capacity to assess its program areas, and encourages input and support from all levels of the organization.

Quality Indicators

1. The I&R service identifies, defines, and regularly measures program and **key performance indicators for service delivery**, that are aggregated and averaged on a regular basis. These indicators may include:
   - ✓ Call volume.
   - ✓ **Abandoned calls**.
   - ✓ **Average abandonment rate**.
   - ✓ **Average abandonment time**.
   - ✓ **Occupancy rate**.
   - ✓ **Average speed of answer**.
   - ✓ **Service level**.
   - ✓ **Incoming call patterns**.

2. The I&R service identifies, defines, and regularly measures program and service key performance indicators (KPIs) for their Community Resource Specialists which may be reviewed for individual staff as well as aggregated and averaged. These indicators may include:
   - ✓ **Average call handling time**.
   - ✓ **Average talk time.**
   - ✓ **Call quality**.
   - ✓ Customer satisfaction.
   - ✓ **Data completeness**.

2. The I&R service identifies, defines, and regularly measures program and **key performance indicators for resource database curators**, which may be reviewed for individual staff as well as aggregated and averaged. These indicators may include: New Agency/Program outreach.
   - ✓ Interim data changes.
   - ✓ **Resource database record audits**.
   - ✓ **Resource database responsiveness**.

3. The I&R service identifies, defines, and regularly measures program and service outcomes in order to better understand and illustrate the role it plays in connecting inquirers to organizations that provide the services they need. The organization is responsible for the accuracy and relevance of the service it provides for inquirers but does not measure or evaluate the quality or impact of the service providers to whom inquirers are referred. Outcomes information is obtained via direct follow-up with inquirers, data partnerships, electronic

surveys**,** case studies and impact stories and other measures. Examples of **outcome measures** include, but are not limited to:

- ✓ Customer Satisfaction Rates - % of satisfied inquirers or agencies.
- ✓ Connection Rates - % of inquirers whose needs were partially or fully met.
- ✓ Penetration Rates - % of the community that is aware of the I&R services based on the service area population.
- ✓ Improvement/Impact Rates - % of people whose situation has improved as a result of their interaction with the I&R service.
- ✓ Case studies and impact stories are a description of an inquirer's situation and contact experience (e.g. general demographics such as age, gender, location, etc., steps taken to develop rapport, assessment process, problems overcome, actions taken, referrals made, supplementary follow-up/advocacy provided).

4. The I&R service annually gathers feedback from organizations included in the resource database to measure the organization's level of satisfaction with the accuracy of the information contained in their record, their familiarity with the I&R service's resource database, and their assessment of interactions with the resource department. This feedback may be gathered as part of the annual update process or through a separate survey. Results are used to improve the resource database and the update process. Survey questions may include:

   - ✓ How satisfied are you with the listing of your organization's information in the resource database?
   - ✓ How satisfied are you with the update process?
   - ✓ Are you aware of the online database?
   - ✓ Do you or your staff use the online database? If so, how often?
   - ✓ How would you rate your experience using the online database?
   - ✓ If you have interacted with the resource database department, how would you rate your experience?

5. The I&R service also involves representatives and members of the community in their quality assurance process and uses the feedback received to make improvements and program modifications. Methods may include:

   - ✓ Online surveys with community agencies and/or the general public.
   - ✓ **Focus groups**.
   - ✓ Community meetings.
   - ✓ Third party research and reports.

6. The I&R service ensures that key staff are trained on quality improvement strategies; and may employ an internal quality team or task force to review, monitor and implement quality changes.

7. The I&R service strives to secure and retain accreditation by a nationally recognized body, as well as encouraging staff to seek individual certification in their profession.

GLOSSARY OF TERMS

The Glossary of Terms contains definitions for terminology that appears in the *Standards and Quality Indicators for Professional Information and Referral*. A Glossary has been included in each edition of the Standards, and many of the original terms and definitions continue to evolve. Similarly, we are grateful to many varied sources of expertise and wisdom.

Please note that terms for individual resource data elements and their definitions are located in an indented section under 'Data Elements' rather than distributed throughout the Glossary. Note also, that there is a second gathering of terms under 'Key Performance Indicators' – which reflects many call center issues.

211 LA County Taxonomy of Human Services: The classification system maintained by 211 LA County and used as a common language for the I&R field. The Taxonomy is used to index and facilitate retrieval of resource information, increase the reliability of planning data, make evaluation processes consistent and reliable, and facilitate national comparisons of data. It can be accessed at www.211taxonomy.org.

Abandoned Calls: Incoming calls that are terminated by the inquirer while in queue, and before the call is answered by a community resource specialist.

Accessible: Without physical, cultural, financial or psychological barriers to service. Alternatively, having the legally required features and/or qualities that ensure entrance, participation and usability of places, programs, services and activities by individuals with a wide variety of disabilities.

Active Listening Skills: A set of skills that helps people become more sensitive, compassionate and objective listeners. Central concepts include listening to the emotional as well as the factual content of what someone is saying, providing a fresh perspective on a problem or issue by giving feedback, being non-judgmental, and developing empathy, i.e., an active understanding of another person's situation and feelings coupled with a strong concern.

Advisory Committee: A formally constituted group of local stakeholders that provides information about community needs and issues, recommendations regarding program planning and development activities and other forms of support that helps to ensure that the agency maintains effective connections with the people it serves.

Advocacy: Programs that intercede on behalf of individuals and/or groups with their permission to ensure that they receive the benefits and services for which they are eligible and that organizations within the established service delivery system meet the collective needs of the community.

After-Action Report: A focused, post-incident or post-exercise review whose purpose is to capture observations related to disaster response system performance, both positive and negative, and to document recommendations for future improvements in a report that identifies specific corrective actions, assigns them to responsible parties and establishes targets for their completion.

Agency: An organization that delivers services. An agency can be incorporated, a division of government, or an unincorporated group that offers, for example, a food pantry or support group. The agency is the main location of the resource where the administrative functions occur, where the organization's director is generally housed and where it is licensed for business. An agency may or may not deliver direct services from this location.

AIRS Accreditation: The professional credential that is awarded internationally by AIRS to I&R services that apply as formal recognition that they are operating in accordance with the *Standards and Quality Indicators for Professional Information and Referral*.

AIRS Certification: The professional credential that is awarded internationally by AIRS to individuals who successfully complete the applicable certification program for I&R practitioners: the Certified Resource Specialist (CRS), Certified Resource Specialist – Database Curators (CRS-DC), and Community Resource Specialist Aging/Disabilities (CRS-A/D) programs. Certification is a measurement of documented ability in the field of I&R reflecting specific competencies and related performance criteria, which describe the knowledge, skills, attitudes and work-related behaviors needed by I&R practitioners to successfully execute their duties.

AIRS XSD Schema: This standard structure for I&R resource databases uses XML (eXtensible Markup Language) which is a recognized language for the development of customized data standards.

AIRS I&R Training Manual: A comprehensive publication developed and published by AIRS that provides an introduction to the practice of information and referral. It is primarily intended as a guide for new staff and the foundation for the initial orientation and/or training programs of information and referral (I&R) providers, but can also be used as a reference tool and refresher for more experienced staff.

AIRS Networker: A Web 2.0 tool powered by Higher Logic with social networking/media applications that allows AIRS members to work together in a wide variety of online communities and collaborations. The tool supports the creation of searchable resource libraries, public and private discussion groups, blogs, searchable directories and private online communities.

Ancillary I&R Activities: Information the I&R service may also collect in addition to I&R inquiries, but whose numbers should not be added to the contact/inquiry total unless the figures are recorded individually and can be separated out. Included are:

- Website visitor activity.
- People accessing recorded information.
- Outreach presentations.

- Brochures and/or other publications distributed.
- Outgoing advocacy calls.
- Outgoing customer satisfaction/quality assurance calls.
- Outgoing follow-up calls.
- Outgoing calls to verify resource information.
- Community problems/needs reporting.

Ancillary Services: Agency activities that are not core services and are not worth spending the time and effort to index, e.g., an agency newsletter.

API: This is the acronym for Application Programming Interface which is a software intermediary that allows two applications to talk to each other. When bringing up a map or a weather forecast, or registering for an event using your Google or Facebook profile, you are using an API. Within I&R, it generally refers to how a search in one system, may directly pull up a live resource database record from within an I&R website.

Assessment and Referral: The assessment and referral process consists of active listening and effective questioning to determine the needs of the inquirer, clarifying the need, identifying appropriate resources, selecting appropriate delivery modes, making referrals to organizations capable of meeting those needs, and providing enough information about each organization to help inquirers make an informed choice. In situations where services are unavailable, the I&R service engages in problem solving to help the inquirer identify alternative strategies.

Assistance Without Referral: The disposition or outcome of an inquiry in which the Community resource specialist provides requested information, e.g., a phone number, or other types of assistance but no referrals; or, following assessment, helps the inquirer identify alternative sources of support, e.g., a family member or their church. This is often referred to as 'problem-solving' within an I&R context.

Automated Attendant: A menu-driven system accessible by telephone that allows inquirers to select and listen to prerecorded information about specific types of services.

Automatic Call Distribution (ACD): A programmable component of a telephone system that automatically distributes calls to one or more groups of Community resource specialists based on criteria specified by the I&R service. ACD systems generally process incoming calls on a first in/first answered basis but can also manage routing based on the characteristics of the call. Most ACDs are now cloud-based.

Average Abandonment Time: The average time that callers wait in queue before abandoning.

Board of Directors: The governing body of an organization that is responsible for program planning and evaluation, policy setting, personnel administration, program oversight, public relations and fiscal management.

Call Monitoring: The process of listening to the calls of a community resource specialist for the purpose of assuring that a quality service is being delivered. It involves an experienced supervisor/mentor listening to both sides of the call and providing detailed feedback and support.

Call Monitoring Policy: A formal policy that outlines the process by which employees will be notified of the call monitoring guidelines, both during the hiring process as well as on an ongoing basis, the tools and instruments to be used and how reviews/scores of calls will be communicated to the staff.

Call Recording and Review: Remote monitoring of calls that is accomplished through a call recording system which can be programmed to record all calls or to take a random sampling of calls handled by each specialist at different times of the day and week.

Call Type: The nature of the service that Community resource specialists provide for inquirers. Call types include:

- ✓ Assessment and Referral
- ✓ Assessment Without Referral
- ✓ Information Only
- ✓ Crisis Intervention
- ✓ Advocacy

Calls: A connection over a telephone network between the calling party and the called party. Included are both incoming calls (calls initiated by inquirers) and outgoing calls (calls initiated by community resource specialists). When inquirers make incoming calls, they can be routed directly to a specialist, placed in a queue to await the next available specialist, be invited to listen to a recorded message about available services, be offered the option to leave a message for a callback or, if there is no space in queue, receive a busy signal and be forced to call back.

Calls Answered: Calls that are routed to an ACD queue and answered by a community resource specialist. Calls Answered may be either

- ✓ Transactions that involve an I&R activity (**information provision**, assessment and referral, advocacy, crisis intervention), or
- ✓ Non-Transactions (e.g., abandoned calls, wrong numbers, phantom calls, administrative calls, personal calls, calls transferred to other programs).

Calls Offered: Calls Received that are placed in queue by the ACD and presented to available community resource specialists. An offered call will be either answered or abandoned in queue. Once answered, it will either be a Transaction Call or a Non-Transaction Call. (Calls Offered = Calls Answered + Calls Abandoned)

Calls Received: Calls coming into the I&R service that are connected to an ACD. Depending on the options provided by the phone system, the calls may be disconnected for unknown reasons without being abandoned, forwarded to other programs (if a particular option is selected by the inquirer from an IVR menu) or entered into a queue where they are offered to an available community resource specialist.

Case Management: A service that develops plans for the evaluation, treatment and/or care of individuals who, because of age, illness, disability or other difficulties, need assistance in planning and arranging for services; assesses the individual's needs; coordinates the delivery of needed services; ensures that services are obtained in accordance with the plan; and follows up and monitors progress to ensure that services are having a beneficial impact on the individual.

Case Coordination: Communication, information sharing, and collaboration that occurs regularly with case management and other staff serving the client within and between agencies in the community. Coordination activities may include directly arranging access; reducing barriers to obtaining services; establishing linkages; and other activities recorded in progress notes.

Certified Community Resource Specialist (CRS): A professional credential awarded internationally by AIRS to individuals who have demonstrated the knowledge, skills, and understanding required by community resource specialists to successfully execute their responsibilities.

Certified Community Resource Specialist Aging/Disabilities (CRS-A/D): A professional credential awarded internationally by AIRS to individuals who have demonstrated the knowledge, skills, and understanding required by community resource specialists to successfully execute their responsibilities in the area of aging and disabilities.

Certified Resource Specialist – Database Curators (CRS-DC): A professional credential awarded internationally by AIRS to individuals who have demonstrated the knowledge, skills, and understanding required by database curators to successfully execute their responsibilities.

Challenging Inquirers: This describes inquirers who are difficult to serve based not on their situation but on their behavior. Challenging behaviors may involve being angry, disrespectful, rude, belligerent, manipulative, racist, sexist or homophobic. Sometimes these inquirers can be extremely manipulative and make multiple calls within a short period of time. I&R agencies run the danger of having telephone lines blocked by inappropriate calls, unless limits are established and maintained.

Chat: An online service delivery option that allows I&R programs to communicate or 'chat' in real time with visitors to their website. Also sometimes called 'live support', these applications are commonly used to provide immediate customer support and information to clients and customers. Exact features and functions of live support are application specific, however common features include real time visitor monitoring, custom chat windows, invisible traffic analysis, website integration and secure administration controls.

Clarification: This is a stage in the I&R process. Once rapport has been established and the initial assessment completed, clarification ensures you have an accurate understanding of an inquirer's problem to better identify an appropriate solution.

Classification System: A structure for categorizing available information within a particular area of knowledge in a systematic, unambiguous way. A good classification system enables people searching for information to locate the materials they need quickly and easily. The *211 LA County Taxonomy of Human Services* has been accepted as the common language for human services in the field of I&R.

Client Advocacy: Intervention by the I&R service on behalf of specific individuals to ensure that they receive the benefits and services for which they are eligible. Inquirer advocacy efforts seek to meet individual needs without attempting to change social institutions. For purposes of these standards, this does not include system advocacy or legislative advocacy (lobbying). Forms of inquirer advocacy include:

- Making the initial contact with a service provider to verify eligibility or service availability, notify them of the inquirer's forthcoming contact or schedule an appointment.
- Initiating a warm transfer, i.e., using 3-way calling technology to contact an agency and introduce the inquirer and her or his situation before ending their participation in the call.
- With the organization's permission, listening in on a call or sitting in on an interview while the inquirer attempts to explain the situation, providing assistance only when necessary.
- Representing the inquirer when s/he is unable to state his or her own case when, for example, the individual faces barriers to successfully accessing services (e.g., language, age, physical or intellectual disabilities, communication impairments, emotional situations, mental health issues or poverty).
- Negotiating on behalf of the inquirer when a request for service has been denied in situations where it appears there are facts unknown to the agency or that the agency has acted in violation of its own policies or the law.
- Escalating the intervention by speaking with a senior manager regarding the inquirer's situation.

Cloud Computing: The delivery of computing as a service rather than a product, whereby shared resources, software and information are provided to computers and other devices as a utility (like the electricity grid) over the Internet. Cloud computing provides computation, software, data access and storage services that do not require end-user knowledge of the physical location and configuration of the system that delivers the services. Users can access their data from anywhere rather than being tied to a particular machine.

Coaching: A learning approach that involves the use of positive feedback, active listening, questioning and problem-solving skills to ensure a positive learning climate.

Code of Ethics: A document that establishes fundamental values and professional standards of conduct for staff in their relationships with their colleagues, their employers, the people they serve, the human service professionals with whom they interact and the community as a whole.

Competency: A knowledge, skill, ability or trait that is needed to succeed at a particular task or job.

Comprehensive I&R Service: I&R programs that maintain information about the full range of human services and which function as the primary source of information about and linkage with human services providers in their community.

Confidentiality: The requirement that the I&R service does not disclose identifying information about inquirers, their requests and the resources given to them except under specified circumstances. Information about an inquirer must not be shared with others unless disclosure is required by law or court order, explicit permission has been secured from the person to do so and documented, or the person is in danger of harming him or herself or another.

Credentialing: A generic term that encompasses licensing, certification, accreditation and other standards-based processes that recognize competence on the part of individuals in a particular profession or occupation or organizations in a particular area or field of interest. Certification and accreditation programs are voluntary, private initiatives whereas licensure is generally a government regulatory requirement which mandates that individuals or organizations be licensed in order to conduct their business.

Crisis: A state of acute emotional distress in which an individual experiences a temporary inability to cope with a situation by means of their usual problem-solving behaviors. People in crisis include individuals discussing suicide, homicide or assault; victims of domestic abuse or other forms of violence, child abuse/neglect or elder abuse/neglect; sexual assault survivors; runaway youth; people experiencing a psychiatric emergency; people in crisis with substance use disorders; and others in distress.

Crisis Intervention: A service that provides immediate assistance to people who are in acute emotional distress; who are or perceive themselves to be in life-threatening situations; who are a danger to themselves or to others; or who are hysterical, frightened or otherwise unable to cope with a problem that requires immediate action. The objective of crisis intervention is to identify and defuse the critical nature of the situation, ensure the person’s safety, and return the individual to a state of equilibrium in which s/he is capable of identifying and seeking solutions to the problem.

Cultural Competency: An awareness of one’s own cultural assumptions, behaviors, beliefs and unconscious biases that brings an ability to interact with and understand people from other cultures without imposing one’s own cultural values. The ability to effectively operate in different cultural contexts.

Culturally Appropriate: The ability to provide assistance in ways that are helpful, effective and strengthening to those served through understanding of and respect for diverse cultures.

Customer Satisfaction Survey: A survey process that allows organizations to measure customer or client satisfaction with their products and services, identify emerging or unmet needs, identify and prioritize needed changes and track the effectiveness of changes with the objective of maximizing customer retention, improving customer loyalty and better positioning themselves among prospective clients.

Cyberethics: An umbrella term that covers a variety of topics including privacy and security, copyright and intellectual property rights, access, usability and appropriate uses of technology. Cyberethics encompasses user behavior and what networked computers are programmed to do, and how this affects individuals and society. Examples of cyberethical questions include: "Is it OK to display personal information about others on the Internet (such as their online status or their present location via GPS)?", "Should users be protected from false information?", "Who owns digital data (such as music, movies, books, webpages, etc.) and what should users be allowed to do with it?", "How much access should there be to gambling and porn online?", "Can all audiences access the information?", and "Are websites tested on all modern browsers?"

Data Elements: Distinguishable, defined units of information that are contained somewhere within a resource database. A Data Field, by contrast, refers to the specific place ('container') in which that information is stored. The AIRS Data Element Standards address Data Elements and identify those that are required and recommended, but do not specify how that information must be structured or stored in the resource database – those decisions are left to the individual I&R service.

- **AKA (Also Known As) Names**: Names other than the legal name by which an organization, a site or a program/service is known. Example include acronyms, former names, popular names or other alternative names.

- **Application/Intake Process:** The steps an individual must take to register for service with a service provider. In the resource database, a narrative that describes the process by which people access the service(s) included in the service group, including the hours for intake.

- **Contact for Last Change:** The name and title of the person at the agency/organization who is responsible for verifying the accuracy of information in the database record and/or who provided the last change.

- **Date of Last Interim Change:** The most recent date any piece of agency information was changed and verified by the agency.

- **Date of Last Annual Verification**: The most recent date the agency was contacted with all agency information verified, usually the date of the annual survey.

- **Days/Hours of Operation:** The times during which a service is open. The days/hours of operation for an organization, a site or a program, may all differ.

- **Description:** A brief narrative describing the main purpose or role of either an organization, a site or a service/program.

- **Documents Required:** A narrative list of the documents that are necessary to enroll in/apply for a service. Examples: Photo ID, postmarked piece of mail to verify residency, birth certificate, police report.

- **Eligibility:** The guidelines a service provider uses to determine who is qualified to receive services. Eligibility can be stated in terms of requirements, e.g., "The individual must be a single parent" or exclusions, e.g., "We do not serve people who are homeless". In the resource database, a description of specific conditions that must be met in order to qualify for a particular service or group of services, or specific conditions that exclude certain people. If there are no eligibility requirements/exclusions, the text should read "No restrictions". If eligibility is not a separate field in the database, eligibility information is typically found in the service group description.

- **Email Address(es):** An electronic mail address for the organization or one of its sites that the public can use to direct online/electronic correspondence. Whenever possible, the agency email should be the official email address for the agency or site rather than for a specific person within the organization.

- **Federal Employer Identification Number (EIN/FEIN)**: A unique, nine digit number (XX-XXXXXXX) that the IRS (United States Internal Revenue Service) assigns to all organizations in the U.S. that are required to file a business tax return, regardless of whether they have employees. The EIN can be used to facilitate record matching to eliminate duplicates when records maintained by different local I&R services are combined in statewide I&R databases, or to link I&R records with those in databases maintained by organizations outside the I&R field.

- **Fees/Payment Options:** A description of the fees an organization charges for its services. Typical phrases include 'sliding scale' and 'no charge' or 'fixed fee.' Specific dollar amounts are generally omitted.

- **Geographic Area Served:** The primary geographic unit(s) an organization is responsible for serving. In the resource database, the physical area ('service area') covered by a specific service/service group and/or service site. Only those who reside in the area may be served. A Geographic Area Served may represent one ZIP/postal code, a city, a town or other geographic area such as a congressional district, a state/province or a region including several counties.

- **Languages Consistently Available:** The specific languages, other than English, in which the service is delivered. In order to facilitate searching by language availability, some I&R services structure language information in a format that supports the ability to filter data.

- **Legal Status:** A designation indicating the type of organization or conditions under which the organization is operating, i.e., a private, nonprofit corporation, a for-profit (commercial, proprietary) organization, a government (public) organization, or a grass roots entity such as a support group that is not incorporated and has no formal status as an organization.

- **Licenses or Accreditation:** The names of licenses or accreditations secured through a recognized external credentialing entity.

- **Mailing Address(es)**: The address at which the agency or one of its sites receives mailed correspondence if different than the street address.

- **Name:** The full legal name of the organization, the name of a location or the name of a program/service. In certain cases, rather than the full legal name, a decision can be made to use the name under which the organization is more commonly known or is 'doing business as' (e.g., using YWCA instead of Young Women's Christian Association).

- **Name and Title of Director/Manager:** The top administrator for the organization; the person who is responsible for the overall operation of the organization (as distinguished from the top volunteer administrator such as a board president).

- **Phone Number(s) and Types:** The phone number(s) through which a particular agency, site or service can be reached. Phone data include phone numbers, extensions, phone types (e.g., Voice, **TTY/TDD**), and phone functions (e.g., administration, intake).

- **Physical/Programmatic Access for People with Disabilities:** The structural features of the facility that either support or hinder access to the site/location for people with physical disabilities.

- **Record Ownership Code**: A code that identifies the organization responsible for maintaining the record. It is used to facilitate combination, in a single consolidated database, of records maintained by different organizations. In some resource databases, the record ownership code may be combined with the Unique ID Number to create one distinct code identifying both the agency and its record owner.

- **Resource Database Curator for Last Change:** The name of the resource database curator responsible for the last change to a particular record.

- **Record Status (Active/Inactive):** A resource database record may be identified as either 'active' (meaning that the record may be retrieved in a search) or 'inactive' (meaning that the record has been 'switched off' by a database curator and will not be retrieved in a search).

- **Record Inclusion (e.g. displayed online, in specific portals, directories, etc.):** This designates whether a resource record may be included in certain displays/directories and omitted from other

- **Street/Physical Address(es):** The main address from which the agency and/or site(s) operate. While main sites may or may not be locations where services are delivered, additional sites or branch offices are almost always service provision locations. The physical address may have several components including multiple address lines, city, state/province and ZIP/postal codes.

- **Taxonomy Term(s) for Services/Targets:** The Taxonomy term (or combination of terms) that are selected to represent the service(s) in the service group. A separate term or linked set of terms should be chosen for each service in the service group.

- **Unique ID Number:** A distinct code (alpha and/or numeric) that is used to identify each agency, site, service group and service site.

- **Website URL(s) including Social Media:** A URL specifies the location of a file or resource on the Internet. In the resource database, the agency URL should include the official, main website for the agency or site, in addition to other Internet addresses that people can use to access social media applications maintained by the organization (e.g., a Facebook or Twitter page) that contains information that is appropriately formatted for that medium.

Data Structure: The way data elements are organized and stored in a database.

Database Collaborative: A group of I&R services that agree to share responsibility for maintaining information about local community resources as a means of avoiding duplication of database maintenance activities and achieving broader and deeper coverage of different types of community resources.

Disaster: A large-scale emergency that disrupts the normal functioning of a community.

Disaster Exercise: A simulated emergency in which staff of various agencies perform the tasks that would be expected of them in a real emergency.

Disaster Preparedness: Activities, programs and systems developed prior to an emergency that support community readiness and resiliency assessment; development and testing of disaster plans; training of staff in plan implementation; establishment of collaborative arrangements with other service providers; provision of suitable warning systems; identification, procurement and/or collection of the facilities, equipment, supplies and trained personnel that will be necessary for responding to an emergency; and development and dissemination of information and/or training about how individuals and organizations can prepare for a major disaster or large-scale emergency that disrupts the normal functioning of a community.

Disaster Recovery: Longer-term assistance for people who have suffered injuries or incurred losses due to an incident with the objective of facilitating the return of the community to its pre-disaster condition and/or rebuilding the community in a way that makes it less vulnerable in the future.

Disaster Relief: Services that facilitate the exchange of information and/or provide short-term assistance, usually in the form of food, clothing, blankets, temporary shelter, furnishings, small appliances or temporary financial aid, for people who have suffered injuries or incurred losses due to a major disaster or large-scale emergency that disrupts the normal functioning of a community. The objective of disaster relief is to help individuals sustain their lives during the immediate aftermath of the event.

Disaster Response: Actions taken before, during and after the onset of a major disaster or large-scale emergency to end the emergency, preserve lives, limit damage, ensure the availability of critical services and reduce the probability of secondary effects.

Disaster Services: Emergency planning, preparedness, mitigation, response, relief and/or recovery services prior to, during and after a major fire, flood, hurricane, earthquake, tornado, tsunami, volcanic eruption, landslide, mudslide, snowstorm, drought, famine, explosion or nuclear accident, the outbreak of civil unrest, or other large-scale emergency of natural or human origin that disrupts the normal functioning of a community; or a localized incident such as a house fire which has made residents homeless. There are four recognized phases of disaster work: preparedness, mitigation, response and recovery.

Discrimination: The conscious or unconscious act of dealing with people on the basis of prejudicial and predisposed attitudes rather than individual merit. The denial of equal treatment with respect to issues such as public accommodation, education, employment and housing is a crime.

Diversity: The recognition and acknowledgement of individual differences, and all the ways that we are unique and different from each other. Diversity recognizes differences, respects differences and strives to celebrate them.

Double Indexing: The practice of using two or more service terms from either the same branch of the Taxonomy (‘vertical’ or ‘intrabranch’ double-indexing) or from different areas of the Taxonomy (‘horizontal’ or ‘interbranch’ double-indexing) to index the same activity.

Empowerment: The process of helping individuals, families, groups or communities to increase their personal, interpersonal, political, social and/or economic strength or position and to develop influence that may impact their circumstances. In an I&R context, the process of helping inquirers understand their own situation and the steps that need to be taken to obtain needed services so that they can follow through on their own behalf. Empowering individuals also gives them the tools to handle similar situations or other issues that might arise in the future without assistance.

Endangerment: Situations in which an individual’s safety or well-being may be at risk.

Ergonomics: This is the science of designing workplaces and equipment to avoid discomfort and injuries, to provide improved human performance and productivity.

Evaluation (Program): The systematic process of reviewing services provided by an organization in relation to its objectives and standards to assess how well the program is working, and to identify ways to improve overall operation of the individual I&R service and/or the I&R system as a whole.

Evaluation (Staff): The systematic process of reviewing the work of individual employees and volunteers in accordance with their job descriptions to provide feedback on performance and to maintain a high level of quality in service delivery, database maintenance and other I&R functions.

Faith-Based Organizations: Religious congregations, and religion-based social service organizations (e.g., Catholic Charities or the Salvation Army) and other types of organizations that might have a religious affiliation or identity.

False Hits: In database searching, an irrelevant entry or record retrieved in a keyword search. False hits (also known as 'false drops') are more likely to occur when searching a full-text database instead of within the confines of a defined controlled vocabulary.

Filters/Search Keys: Filters are search keys that are applied to service searches and narrow the selection of records that are displayed on a match list. Customized filters/search keys include such things as language, hours, fee structure.

Financial Audit: A formal periodic examination of the accounts and financial records of an organization or program, generally performed for the purpose of verifying that funds were used as they were intended and in accordance with standard financial management practices.

Focus Group: Meetings, generally one to two hours in length, during which eight to 12 people are interviewed as a group to test a new idea or evaluate a product or service.

Follow-Up: The process of contacting inquirers to determine whether their needs were met and if not, why. The term "follow-up" is used in two contexts within I&R. There is "follow-up" that is driven by the situation of the individual inquirer to make sure that a vulnerable person with an essential need gets the help they require. There is also "follow-up" that is conducted with a larger and more random sample of inquirers and is driven by the need to better understand overall I&R service outcomes and the effectiveness of the I&R service being provided. One is an integral part of service delivery; the other is an aspect of program evaluation and quality assurance. In both cases, additional assistance to the inquirer in locating or using needed services may be required.

Governance: The legal authority of a board to establish policies that will affect the life and work of the organization while holding the board accountable for the outcome of such decisions. More broadly, governance deals with the processes and systems by which an organization or society operates. It embraces both the institutions of the state and their inter-relationships as well as the habits, cultures and norms that inhabit those institutions.

Hang-Ups: Calls that are terminated by an inquirer or a community resource specialist while they are in the process of talking to one another. Hang ups are distinguished from abandoned calls in that they occur after a connection has been established between the inquirer and a community resource specialist, whereas an abandoned call occurs while the inquirer is still in queue.

Human Services: The activities of human services professionals that help people become more self-sufficient, prevent dependency, strengthen family relationships, support personal and social development and ensure the well-being of individuals, families, groups and communities. Specific human services include ensuring that people have access to adequate food, shelter, clothing and transportation; financial resources to meet their needs; consumer advice and education; criminal justice or legal services; education and employment; health and mental health care including substance abuse services; and environmental protection; both routinely and in times of disaster or other emergencies. Human services also facilitate the capabilities of people to care for children or other dependents; ensure that protective services are available to those who are vulnerable; provide for the support of older adults and people with disabilities; offer social, religious, and leisure time activities; provide for the cultural enrichment of the community; and ensure that people have the information they need to fully participate in community life.

Human Services Database Specification (HSDS): This is an open-source data exchange format (basically a technical specification on the fields and structure of a resource database record). The schema was developed by the Open Referral project (drawing from an original AIRS XSD schema), and is the most widely accepted structure that allows for the interoperability of resource databases, and for data to import/export through APIs.

I&R Inquiry: Any mediated/facilitated interaction with a community resource specialist related to the provision of information and/or referrals. That interaction can be via a spectrum of access methods including telephone calls, face-to-face (walk-ins and service in other settings), instant messaging (IM), text/SMS messaging, online chat, video relay/chat and regular mail.

I&R Process: The I&R process can be seen as having many stages and elements depending on the complexity of a particular situation. However, at its simplest, it can be divided into five basic stages:

- ✓ Opening the call ('contact') and establishing rapport (a 'connection').
- ✓ Assessment of the situation.
- ✓ Clarification to ensure an understanding of the situation.
- ✓ Providing appropriate information and/or referrals.
- ✓ Closing the call.

I&R Service: An organization (or program within a larger organization) whose primary function is to link people in need of human services with appropriate service providers who can meet their needs. I&R services may be comprehensive covering the whole range of human services or may specialize in resources for a particular population, e.g., people who are homeless, people with disabilities, older adults, people with AIDS. The Taxonomy definition for "Information and Referral" is as follows: "Programs whose primary purpose is to maintain information about human service resources in the community and to link people who need assistance with appropriate service providers and/or to supply descriptive information about the agencies or organizations which offer services. The information and referral process involves establishing contact with the individual, assessing the individual's long and short-term needs, identifying resources to meet those needs, providing a referral to identified resources, and, where appropriate, following up to ensure that the individual's needs have been met." Also known as Information and Assistance Provider (in the aging network) and Resource and Referral Agency (in the child care arena).

I&R Software: A computer application developed for sale to information and referral/assistance organizations that automates the process of linking people in need of human services with appropriate providers who can meet their needs, and of maintaining community resource information to support the service delivery process. Features generally include resource database maintenance, call transaction processing, database searching, geo-mapping, directory production, survey management, taxonomy/database table maintenance, report generation and other similar functions.

I&R System: A collaborative group of comprehensive and specialized I&R services that have agreed to coordinate their resource maintenance, service delivery, publicity and other functions to avoid duplication of effort, encourage service integration and provide seamless access to information about community resources for people who need it.

Identifying Information: Information about inquirers (e.g., name, address, telephone number, Social Security Number) that makes personal identification possible.

Inclusion/Exclusion Criteria: The guidelines an I&R service uses to determine the scope and content of its resource database. Inclusion criteria specify the types of organizations that are priorities for inclusion and, if exhaustive, list the only types of organizations the resource database will contain. Exclusion criteria specify the types of organizations whose inclusion is prohibited.

Indemnification: Protection for the directors, officers, board members, personnel and volunteers of an organization against any civil or criminal action, suit, or proceeding resulting from their activities with the organization.

Independent Access to Resource Information: Gateways to community resource information that allow end users to conduct their own searches without speaking with a community resource specialist or other professional. Included are print and electronic directories, public access copies of the resource database and access to the database via the Internet.

Indexing: The process of assigning to records in the resource database descriptors and/or codes that can be used as search keys. Examples include service and target population terms/codes from the 211 LA County Taxonomy of Human Services, geographic codes/descriptors for the area served and language codes.

Indirect Services: Services to which an agency may facilitate access, but not a service that the agency provides itself.

Information and Assistance (I&A): Originally defined within the Older Americans Act as a service for older individuals that:

- ✓ Provides the individuals with current information about opportunities and services available in their communities including information relating to assistive technology.
- ✓ Assesses the problems and capacities of the individuals.
- ✓ Links the individuals to available opportunities and services.
- ✓ Establishes follow-up procedures to ensure that the individuals receive the services they need and are aware of the opportunities available to them.
- ✓ Serves the entire community, particularly older individuals with the greatest social need, older individuals with the greatest economic need and older individuals at risk for institutional placement.

In practice, I&A is not population specific, expanding to serve all people who require assistance in accessing services, and their caregivers. I&A involves an in-depth process and enhanced service that includes individualized access assistance, extensive follow-up, and individual advocacy, if necessary and requested (e.g., assistance in completing and submitting an application, or providing a warm transfer for a consumer who needs supportive assistance to connect to a resource). I&A is also associated with self-direction and the flexibility to provide I&A in a variety of settings using a choice of communication avenues based on consumer preference (e.g., at home, via email/e-chat or video conferencing using Skype).

Information Provision: The process of providing descriptive information about a service provider to the inquirer in response to a direct request for such information. Information can range from a limited response (such as an organization's name, telephone number, and address) to detailed data about community service systems (such as explaining how intake works for a particular agency), agency policies and procedures for application.

Informed Consent: The explicit granting of permission by an individual or her/his legal guardian to an I&R service (or other service provider) to take a specific action, e.g., release personal information to another or engage in advocacy on the person's behalf. The consent is predicated on full disclosure of the facts enabling the individual to make a decision based on knowledge of the risks and alternatives.

Inquirer Data Collection: The systematic process of recording and organizing essential information about inquirers, their needs, the referral(s) made on their behalf and follow-up results, when available.

Inquirers: Individuals and organizations seeking information about or linkage with community service providers through the I&R service.

Inquiry: Occasions on which individuals and organizations seeking information about or linkage with community service providers contact an I&R service for assistance.

Instant Messaging (IM): A program that allows two or more people to communicate with one another over the Internet in real time. While most IM exchanges are in text, some IM programs also offer streaming audio-visual conferencing and voice. IM can also refer to messages sent by instant messaging, or to the act of sending an instant message.

Interactive Voice Response Systems (IVRs): An automated telephony system that interacts with inquirers, gathers information and either sends it to the ACD which routes calls to an appropriate community resource specialist or provides access to information selected from a pre-recorded menu. An IVR system accepts a combination of voice telephone input and touch-tone keypad selection and provides appropriate responses in the form of voice, fax callback, email and perhaps other media.

Key Performance Indicators (Service Delivery):

- **Service Level:** The percentage of calls that are answered within a specified threshold, for example, "Our service level last month was 80% of calls being answered within 48 seconds in comparison to our goal of 80% being answered in 40 seconds". Service Levels are often expressed in an abbreviated form – e.g., 80/40 or 80/50. There is no established standard for commercial or government call centers; it all depends on the nature of their business. A reasonable objective for an I&R service is 80% of calls handled in 90 seconds or less.

- **Incoming Call Patterns**: For example, increases and decreases in volume from year to year. What activities (e.g. new outreach, disasters affecting the local community) impact changes in volume? Do staffing schedules reflect call patterns? What are the patterns among different modalities (e.g., text, chat, telephone contacts)?

- **Average Abandonment Rate:** The percentage of offered calls that are terminated by inquirers before being answered (for example, 8% or less). An abandonment rate generally includes a threshold that excludes calls from people who hang up too quickly. The I&R service's telephone system is set to allow a allows a threshold of 20 or 30 seconds to filter out incomplete calls.

- **Average Call Handling Time**: For example, 10-13 minutes. Average call handling time includes the cumulative talk time, hold time and after-call work for each call answered. Each call, email, chat, and text answered by the I&R service includes an assessment, provision of information and/or referrals and other types of assistance required by the I&R service. Community resource specialists are evaluated using their individual performance metric record and the information is referenced in all performance reviews as well as coaching and monitoring sessions. The average call handling time reflects the requirements established by the I&R service and the training provided for resource specialists as well as funder expectations.

- **Average Speed of Answer (ASA):** The average time it takes an I&R service to answer a call once it has been placed in queue.

- **Average Talk Time (ATT) and Average Handle Time (AHT includes on-hold time and after-call work):** For example, an ATT of around 7-9 minutes with AHT of around 10-13 minutes. Note that these figures may vary considerably depending on the focus, objectives, and funding of the I&R service. Both the ATT and AHT reflect community and stakeholder expectations and are measured for both individuals and teams.

- **Call Quality:** For example, 85%-100%. An assessment of the quality of recorded calls monitored by a supervisor listening to the call remotely. The assessment includes both technical skills (e.g., standard greetings employed, confidentiality respected, documentation completed) and soft skills (e.g., establishing rapport, client engagement, friendly tone, active listening, affirmative statements, empathy) demonstrated by the specialist. The assignment of a quality score following a coaching session allows the resource specialist to highlight positive behaviors as well as those in need of improvements in their performance. If possible, the I&R service also contracts with a third-party to conduct regular secret shopper/mystery calls. This KPI reflects the average results on all scored monitoring forms.

- **Customer Satisfaction:** For example, 85-100%. Customer satisfaction surveys are generally conducted immediately following a call using either an automated instant survey or a later QA follow-up call (a secondary touch) generally made by a different specialist. Questions focus on the performance of the community resource specialist on the initial call. Applicable questions include:

    - ✓ "Did the community resource specialist you spoke with understand your needs?"
    - ✓ "Did you get the help you needed from the specialist?"
    - ✓ "Were you satisfied with the service you received?"
    - ✓ "Would you recommend this service to family and friends?"

- **Occupancy Rate:** For example: 65% - 85%. The percentage of logged-in time when community resource specialists are engaged in work-related activities. Long term, occupancy rates above 85% are indicators of potential staff burnout and the probability of inferior service delivery.

- **Schedule Adherence:** The percentage of time community resource specialists follow their assigned work schedules (for example, 80% or higher). The percentage of time community resource specialists follow their assigned work schedules. Work schedules specify the times specialists are expected to be on the phones versus engaging in other identified activities such as taking breaks, going to lunch, attending meetings, or participating in training/coaching sessions.

Key Performance Indicators (Resource Database):

- **New Resource Outreach:** In addition to updating the current resource database, database curators should pro-actively seek new organizations and programs that meet their inclusion/exclusion policy criteria in order to ensure the most options are available to inquirers. The I&R service establishes priorities by identifying the types of programs not included in the resource database(by referencing call data that reflects service gaps) and a target for the number of new agencies/programs they would like to add every year. Research methods may include scanning social and traditional media, attending meetings with other human services providers and targeted outreach to organizations currently in the database to ask about new providers in their area of expertise.

- **Interim Information Changes:** In addition to updating current resource database entries via an annual survey process, database curators should follow up on changes that come to their attention during the interim, verify that the information is accurate and enter the change in the agency's database record. The information may come from their own community resource specialists who have encountered the change in conjunction with a referral, from social and traditional media sources or from the organization itself. The I&R service tracks and can report on the number of interim changes made each year.

- **Resource Database Record Audits: For** example, 85%-100%. The I&R service conducts a regularly scheduled internal quality audit of random resource updates completed by database curators which includes an assessment of:

    - ✓ The number/percentage of records that meet inclusion/exclusion criteria and the number, if any, that do not.
    - ✓ Adherence to style guide rules.
    - ✓ Record completeness (missing data).
    - ✓ Grammar and spelling errors in any of the text fields.
    - ✓ Accurate indexing percentage versus indexing problems.

- **Resource Database Responsiveness:** For example, 2-4 days working days. What is the average time (during business hours) for database curators to implement verified changes? When developing this KPI goal, the I&R service factors in resource database complexity and staffing levels.

- **Data Completeness:** For example, 85-100%. Community resource specialists are evaluated based on how completely they document their contacts with inquirers. The I&R service has data collection requirements for inquirer contacts and compares the data collected against the requirement for every call. This metric only covers the completeness of data entry and not the accuracy of the data. Accuracy is measured by reviewing the record and comparing it to the call recording.

Keyword Index: A keyword index is a separate classification structure that is generally organized alphabetically and requires its own field. The resource specialist chooses one or more keywords in addition to Taxonomy terms. Community resource specialists can conduct searches of the keyword index as an additional option. Use of keywords is acceptable according to the AIRS standards, but only if they are connected to the 211 LA County Taxonomy of Human Services and do not function as a separate, stand-alone classification structure.

Keyword Taxonomy Search: A keyword search of the Taxonomy itself (sometimes called a word search or a word/phrase search) allows the user to enter a word or phrase and retrieve all Taxonomy terms that contain it. Ideally, this type of search also retrieves use references containing the word/phrase.

Learning Style: A composite of cognitive, affective and physiological factors that serve as relatively stable indicators of how a learner perceives, interacts with and responds to the learning environment. Included in this definition are perceptual modalities, information processing styles and personality patterns.

Legislative Advocacy: Attempts to influence the introduction or review of pending bills, ordinances or administrative rulings with the objective of having an impact on the passage or defeat of such legislation or its content.

Mandatory Reporting: The legal obligation to report specific forms of child abuse, elder abuse and other endangerment situations to a government authority when a person suspects that a reportable incident has occurred. State laws in the U.S. outline specific reporting requirements for professionals if they have information related to public or private safety issues. For example, certain professionals are required to report to state authorities if they see evidence of child abuse or neglect or elder abuse or have knowledge that someone is likely to be dangerous to themselves or others.

Memorandum of Understanding (MOU): A written agreement that clarifies the nature and extent of the working relationship between different organizations, groups or departments.

Mentoring: A developmental partnership through which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else.

Met Needs: Services are available and referral(s) are provided or assistance without referral is made available to an inquirer in response to a statement of a problem/need (problem solving) or a request for information.

Meta-tagging: Meta tags are small snippets of text that are embedded within the code of a webpage. These tags describe the contents of a page, and to allow it to be more accurately retrieved. Online search engines search meta tags in order to quickly identify the information on a webpage.

Metrics: Quantitative measures of performance or production. In a call center context, 'metrics generally refers to statistics generated by the ACD.

Mitigation: Activities undertaken in preparation for a disaster or large-scale emergency that will prevent or reduce loss of life, personal injury and destruction of or damage to property when an incident actually occurs. Mitigation includes any activities that prevent or reduce the chance of an emergency occurring or lessen the damaging effects of unavoidable emergencies; and seeks to fix the cycle of disaster damage, reconstruction and repeated damage.

Mobile-Friendly: Websites whose content is easily readable on mobile devices such as smart phones and tablets. Mobile-friendly websites avoid software that is uncommon on mobile devices (such as Flash), use text that is readable without zooming, size the screen so that users aren't forced to scroll horizontally or zoom, and place links far enough apart that the correct one can be easily tapped. Websites can be checked for user friendliness through applications such as the **Google Mobile-Friendly Test**.

Multi-Channel Services: I&R services that are available to the community in-person or via telephone, email, instant messaging (IM), text/SMS messaging, online chat, video relay service, social media or other alternative methods of contact.

Mutual Assistance Agreement: A standing agreement between organizations with different service areas but similar missions, e.g., information and referral programs or fire departments in different counties, to provide resources (facilities, personnel, equipment and expertise) to one another in cases where a disaster overwhelms the resources of one of the partners. The primary objective of Mutual Assistance Agreements is to facilitate rapid, short-term deployment of emergency support prior to, during and/or after an incident. The agreements need to be in place prior to a declared disaster so resources can be available if needed and to make it easier to obtain FEMA or state reimbursement. An agreement must also be in place between the local I&R and the emergency management agency, and assistance must be formally requested per that agreement.

National Incident Management System (NIMS): A comprehensive, nationwide systematic approach to incident management that supports the ability of government agencies at all levels, the private sector and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location or complexity in order to reduce the loss of life or property and harm to the environment. NIMS provides a scalable and flexible framework with universal applicability that promotes all-hazards preparedness and enables a wide variety of organizations to participate effectively in emergency management/incident response.

Needs Assessment: An initial survey undertaken to determine the special service needs of a defined population.

Nondiscrimination Statement: A statement approved by an organization's Board/Advisory Committee that prohibits discrimination in all of its forms, and documents the intention to comply with all laws, orders and regulations addressing this issue.

Non-Transaction Calls: Incoming calls answered by a community resource specialist that do not involve an I&R activity (information, assessment and referral, advocacy or crisis intervention). Examples of non-transaction calls include hang ups, wrong numbers, incoming administrative or personal calls, or other similar situations.

Organizational Record: A record in an I&R resource database that includes all of the data elements that define the organization and its services, programs and locations at which the services are delivered.

Outcome Measures: The process of assessing the benefits or changes for individuals or populations as a result of participating in program activities. Outcomes may relate to knowledge, skills, attitudes, values, behavior, condition or status.

Outreach: Generally, the systematic effort to provide services beyond conventional limits as to a particular segment of the population. In an I&R context, special activities undertaken by the I&R service to ensure that specific target populations and/or community organizations are aware of the services that are available through the I&R service and system and/or the broader community service delivery system.

Person-Centered: This described an approach that allows individuals to be engaged throughout the I&R process, especially in the final decision-making moments, so that the outcome reflects their options, preferences, values and resources.

Phantom Services: Services that the agency purports to offer, but probably does not have the resources to actually provide in a sustained way.

Policies and Procedures: Policies are principles, rules and guidelines formulated or adopted by an organization to reach its long-term goals. They are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. Procedures are the specific methods employed to express policies in action in day-to-day operations. Together, policies and procedures ensure that a point of view held by the governing body of the organization is translated into steps that result in an outcome compatible with that view.

Practices: Established actions or ways of proceeding in the regular performance of organizational duties. Policies and procedures often guide practice.

Primary Services: Primary services are the entry point services that an individual can obtain without being required to enroll in other services, whereas secondary services are those available only to individuals already receiving primary services. A job training program may, for example, also offer vocational assessment to help people determine the type of employment for which they are suited and job placement assistance following training in addition to the training itself. Unless people who are not receiving job training can access them, the vocational assessment and job placement are secondary services. The only primary service is job training.

Problem Solving: The process of exploring alternative solutions with an inquirer when no referrals are available and, in some cases, trying to overcome resistance to options, such as a reluctance to ask for assistance from family members or friends. Problem solving occurs within the context of assessment without referral.

Procedure: A specified series of actions or operations that have to be executed in the same manner in order to obtain the same result under the same circumstances (for example, emergency procedures).

Program: Sometimes agencies provide a group of services (some primary and some secondary) and organize them as a program. One organization's job training program may, for example, also offer vocational assessment to help people determine the type of employment they are suited for and job placement assistance following training in addition to the training itself. This is a richer program than one that simply involves training. Another example is a domestic violence shelter. One shelter may only provide a safe place to stay for residents. Another may have counseling, assistance in obtaining a temporary restraining order (TRO), a program for the woman's children, etc. While services are essentially the same across organizations, the definitions of programs may differ significantly.

Protocol: Internal operational documents that provide standardized, step-by-step instructions for carrying out a particular action. Protocols explain what will be done, when, how and why; and while they are generally disseminated in written form to staff, they are not necessarily formally adopted by the organization's governing body.

Public Policy: A course of action advocated by a group of individuals and/or organizations that proposes changes in specific laws, regulatory measures, actions or funding priorities supported by a public agency.

Quality Assurance: A system of procedures, checks, audits and corrective actions that are undertaken to ensure that an organization's products and services meet the expectations and needs of the people they serve. For information and referral programs, quality assurance relates to service delivery, the resource database, reports and measures, disaster preparedness, cooperative relationships and organizational effectiveness.

Quality Indicator: An agreed-upon process or outcome measure that is used to determine the level of quality achieved. A measurable variable (or characteristic) that can be used to determine the degree of adherence to a standard or achievement of quality goals.

Queue: The component of the telephone system that holds callers until a community resource specialist becomes available. Callers who have waited the longest are generally the ones who get their calls answered first. The queue can be adjusted to meet community needs or program priorities.

Racism: A set of attitudes that defines people based purely on their race, color, religion, origin or ancestry and contends the supposed superiority of one race above another. Discrimination, on the other hand, relates to an act that usually stems from racist outlooks.

Rapport: An intuitive bond that is based on the presence of trust, harmony and mutual respect in a relationship and a sense that the parties understand and share one another's concerns.

Referrals: Organizations identified by community resource specialists that meet the assessed needs of the inquirer and provided to the inquirer at the conclusion of the inquiry. The definitive element distinguishing a referral is that the inquirer is aware of a problem but requires assistance in determining the specific nature of her/his need and specific solution options that may be available to resolve it (as stated or redefined).

Remote Working: A work arrangement that allows at least a portion of scheduled work hours to be completed from a location other than the standard place of work (office) with work at home generally available as one of the options.

Rescue Services: Active intervention to save an individual's life when a lethality assessment reveals that life threatening acts have already been set in motion, particularly in situations where the individual is unable or unwilling to provide a telephone number or address to make rescue possible. Strategies may include using caller ID to locate the inquirer, calling a third party if appropriate, or sending the police or a mobile outreach team.

Resource Database: A computerized body of information about community resources maintained by the I&R service that can be accessed in a variety of ways including alphabetically by organization name, by type of service provided, by target population served, by geographical area served and by other filters. Information in the database is structured into records (one or more for each service provider) with fields that reflect data element information gathered using a standardized resource profile. The resource database supports the I&R process but also serves as an inventory of human services for the community.

Resource Profile: A standardized set of information that is gathered about each service provider in the resource database. Included are data elements that describe the organization itself (e.g., legal status, licensing/accreditation information), the services it provides, the targets for service, the conditions under which services are available (e.g., eligibility criteria, application procedures, hours, fees) and the locations at which services are delivered.

Risk Management: The process of identifying, assessing, monitoring and managing material risk that can cause harm to the financial well-being, property and volunteers of an organization.

Safety Risk Assessment: An evaluation based on research of how dangerous a situation is and addresses issues such as the person's intention, method, timing and state of mind. Questions include: Has the person already taken steps toward suicide? Have there been previous attempts? Does the person have a specific plan? Are the means to carry out the plan readily available? What is the likely timeframe for a life-threatening? Are there other risk indicators such depression, hopelessness, feelings of isolation, substance use disorders, significant recent loss? (Sometimes calls a lethality or suicide risk assessment).

Sampling: A sample is a subset of representative individuals drawn from a larger population. For example, if you are researching the opinions of voters in a constituency, you would survey a sample of 500 rather than 50,000. I&Rs would generally use a random sampling method.

Secondary Services: Secondary services are available only to individuals already receiving primary services. Primary services are the entry point services that an individual can obtain without being required to enroll in other services. A job training program may, for example, also offer vocational assessment to help people determine the type of employment for which they are suited and job placement assistance following training in addition to the training itself. Unless people who are not receiving job training can access them, the vocational assessment and job placement are secondary services.

See Also References: These identify related but not identical terms in other parts of the Taxonomy. They help to ensure that users find the most appropriate term. The See Also reference points to other possibilities.

Self-Determination: The right of inquirers to make their own choices and decisions at each step in the I&R process.

Service Gaps: Services needed by people in the community that are not adequately provided by organizations that are part of the local service delivery system. Services may be unavailable altogether or they may available but on an inadequate basis, e.g., they may be too expensive, not available in the needed language(s), not available during non-working or other convenient hours or have eligibility criteria that exclude the inquirer. Service gaps are usually identified when there is a pattern over time of individual unmet needs.

Service Group: I&R services often group similar agency services into a 'Service Group' for ease of data entry, management and display; and assign a name (Service Group Name) to the services represented in the cluster. Service group names should be indicative of all of the services within the cluster, should be user-friendly (i.e., avoid jargon or terminology not easily understood by the general public), should be unique within the agency entry and should not duplicate the program name if one exists.

Services: The discrete types of assistance an agency delivers to its clientele. Operationally, services are specific activities that can be classified using Taxonomy terms. Specific types of services are essentially the same no matter what organization is providing them.

Sites: The physical locations at which clients access services provided by an agency. All agencies have a main site; many have additional site locations or branch offices.

Social Media: Online technology tools broadly known as 'social media' that enable people to create and share content which may include text, images, video, audio and multimedia communications. Social media enable shared community experiences, both online and in person; and allow people with basic computer skills to tell their stories using publishing tools such as blogs, video logs (vlogs), photo sharing, podcasting (audio stories broadcast from the Internet or downloaded to a computer or portable media players) and wikis (collaboratively edited Internet pages). They can also help to filter and organize the overwhelming amount of information on the Internet.

Specialized I&R Service: Programs that maintain information about community resources that are appropriate for a specific target population and which link individuals who are in need of specialized services with appropriate resources, and/or provide information about agencies and organizations that offer specialized services.

Standards: Reference points that define expected practices within a field and can be used to measure the extent to which individual organizations are in compliance with those requirements.

Statewide/Province-wide Database: A collection of local I&R databases maintained in a standard format that have been consolidated into a larger database with statewide or province-wide geographic coverage.

Style Guide: A manual that establishes rules for structuring, writing and indexing resource database records; and helps to ensure that information within database records is clear, concise, consistent and relevant.

Succession Planning: A process for systematically and deliberately preparing for future changes of leadership in key positions within the organization. The process may identify potential replacements and provide strategies for developing and/or hiring individuals to meet future needs.

Supported Access to Information/Services: Situations in which inquirers receive assistance and support from a community resource specialist, case manager or other professional who makes an assessment of their situation, identifies appropriate resources to meet their needs, contacts those resources, and/or arranges for them to receive services.

Sustainability: The ability of a program to provide quality services to its clients, expand its scope of services and client base, increase or maintain demand for services, and generate income from the program and through local funding mechanisms while decreasing its dependence on funds derived from external donors.

System Advocacy: Actions taken by the I&R service to seek changes in community conditions, structures or institutions when modifications in the service delivery system as a whole are required to ensure the adequate availability of essential community services, to contribute to human growth and development and to prevent unwitting support of conditions which are injurious to individuals and families who are residents. The objective of system advocacy is to make changes that are required to benefit the community rather than focusing on the needs of a particular individual, family or group of residents.

Talk Time: The time a community resource specialist spends with a caller from the second the call is picked up to the second it is disconnected less Hold Time. Note that some ACD systems include Hold Time as part of the overall Talk Time figure and differentiate between Active Talk Time (not including time on hold) and Regular Talk Time (including time on hold).

Target Populations: The individuals for whom a particular service or group of services is intended. Target populations are generally described in narrative form (e.g. "Targeted, but not restricted to, Indigenous Americans"), in the eligibility or description fields. Target populations can also be pinpointed when indexing by choosing a Target Population term from the Taxonomy to append to the selected service term(s).

Taxonomy Customization: The act of choosing which Taxonomy terms should remain active for indexing and searching purposes and which should be deactivated making them invisible to resource specialists doing data entry, community resource specialists and other end users.

Technology: In an I&R context, telephone systems, telephony, telecommunications, email, instant messaging (IM), text/SMS messaging, online chat, video relay/chat, voicemail, social media, I&R software packages, electronic directories and self-service mechanisms such as automated attendants/interactive voice response systems, fax-on-demand, video relay services, community kiosks and searchable I&R databases on the Internet.

Text Messaging: The transmission of brief written text messages to a device such as a mobile/cellular telephone, pager or personal digital assistant (PDA) using SMS (Short Message Service) or MMS (Multimedia Message Service).

Transaction Calls: Calls answered by a community resource specialist that involve an I&R activity (information provision, assessment and referral, advocacy, crisis intervention). Transaction calls are characterized by direct contact between the Community resource specialist and the inquirer concerning a problem/need of either the inquirer or a third party during which one or more of the stages of the I&R process are completed (e.g. Rapport, Assessment, Clarification, Information and/or Referral Provision, Closure). Basically, calls in which I&R takes place.

TTY/TDD Equipment: Equipment (variously known as TTYs, text telephones, TDDs and telecommunication devices for the deaf) or other specialized telecommunications devices such as voice carry-over telephones, amplified telephones, voice-activated telephones, sip-n-puff telephones, telebraillers or large visual displays that are used at home or in the office by people who are deaf or hearing impaired, have speech disabilities or limitations, or need to communicate with a person with a hearing impairment or speech disability.

Uninterruptible Power Supply (UPS): A bank of batteries and an electronic module that can be used to protect computer system components in case of a power failure.

Unmet Needs: Individual instances where no resources are available to meet an inquirer's assessed needs and no referrals can be made. A pattern of individual unmet needs may lead to identification of service gaps at the service delivery system level.

Update Verification Procedures: Procedures that can be used to validate the accuracy of suggested changes in an organizational record e.g., obtaining a signature on an agency update form.

Use Reference: Synonyms for preferred terms that allow users to easily find a type of service without knowing the exact wording used in the Taxonomy; or to find the preferred term using their own terminology.

Video Relay Service: Programs that allow people who are deaf or have a hearing impairment and feel more comfortable expressing themselves through American Sign Language (ASL) to conduct video relay calls with family, friends or business associates through a certified ASL interpreter via a broadband Internet connection and a computer equipped with a video camera. The video interpreter signs the telephone conversation with an ASL user and voices to a hearing person via a standard telephone allowing the participant to see expressions and gestures during the call.

Voluntary Organizations Active in Disaster (VOADs): Consortiums of non-profit organizations within a state with a shared specialized focus in being active in disasters. Organizations individually and collaboratively provide capabilities to incident management and response efforts at all levels.

Warm Transfer: A call transfer situation in which the Community resource specialist stays on the line until the other individual picks up, introduces the inquirer and either conferences the call to continue a three-way discussion or drops off the line allowing inquirer to discuss their situation privately with the other individual.

AIRS STANDARDS REVISION PROCESS

AIRS reviews and revises the *Standards and Quality Indicators for Professional Information and Referral* at least every three years. Changes to the AIRS Standards, accreditation, and certification programs have an impact on each other and must be addressed in regular cycles to ensure they are in alignment.

Essentially, the Standards should:

- ✓ improve the quality and consistency of I&R services provided to individuals, families and communities.
- ✓ support long-term service sustainability through improved governance, community collaborations and operational efficiencies.
- ✓ embrace all appropriate models of practice rather than limiting compliance to a single model. AIRS must support creative alternatives that achieve the desired outcome of quality performance.
- ✓ not be accessibility burdensome in order to ensure the desired outcome. The bar should not be set so high that only a few I&R services can implement a Standard when a lesser requirement still constitutes quality service.
- ✓ be achievable by all I&R service providers.

Essentially, the process involves:

- ✓ the AIRS Standards Committee convenes a group of subject matter experts representing a broad expertise and representation of the field.
- ✓ all AIRS members receiving a time-limited invitation to submit their recommended changes, removals and additions to the current edition of the Standards.
- ✓ the committee reviewing any and all received recommendations from the field, and also conducting a line-by-line review of the existing text. In some areas, additional subject matter experts may be invited to participate on certain sections.
- ✓ Eventually, a final draft is shared back to members for a final review.
- ✓ The AIRS Board approves the final version recommended by the AIRS Standards Committee

ACKNOWLEDGMENTS

AIRS would like to thank the AIRS Standards Committee, under the leadership of chair Pamela Hillier, for developing the 9th edition of the *AIRS Standards and Quality Indicators for Professional Information and Referral*.

Cathleen Dwyer
CDK Consulting
New York, New York

Clive Jones
AIRS Executive Director
Victoria, British Columbia

Edward Perry
2-1-1 Tampa Bay Cares
Clearwater, Florida

Georgia Sales
211 LA County
San Gabriel, California

Jennifer Pollak
Chair, AIRS Accreditation Commission
211 Michigan
Lansing, Michigan

Joshua Pedersen
United Way Worldwide
Alexandria, Virginia

Kristen Buckley
Kids Help Phone
Toronto, Ontario

Olivia Harvey
Junction Center for Independent Living
Norton, Virginia

Pamela Hiller
Chair, AIRS Standards Committee
Community Connection
Collingwood, Ontario

Linda Daily
Linda Daily Consulting
Oak Island, North Carolina

Nancy Berg
Biddeford, ME

Nanette Relave
Chair, AIRS Certification Commission
ADvancing States
Washington, District of Columbia

Vicki Mize
United Way of Tarrant County/2-1-1
Arlington, Texas

Exhibit 5
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.

EXHIBIT 5

Exhibit 5
United Way of Greater St. Louis, Inc.
2-1-1 Database Inclusion and Exclusion Policies

II. Inclusion Criteria

A. <u>General Scope:</u> 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. <u>Geographic Scope</u>: 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

Counties currently being served by the United Way of Greater St. Louis:

Calhoun County	Jersey County	Monroe County
Clinton County	Macoupin County	Randolph County
Greene County	Madison County	St. Clair County

Exhibit 5
United Way of Greater St. Louis, Inc.
2-1-1 Database Inclusion and Exclusion Policies

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.

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.

Exhibit 5
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 considered for inclusion in the United Way 2-1-1 Database provided that they meet criteria A and B, and at least one of C, D, E or F:

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 free of charge or with client fees underwritten by contract with a government or non-profit entity. 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.

F. They are a for-profit accepting Medicaid, Medicare or offering services on a sliding fee scale.

V. Disaster Response/Recovery

During a disaster, 2-1-1 management reserves the right to set Inclusion/Exclusion criteria based on community needs and scope of the disaster. This might include for-profits that do not meet above criteria for the duration of the response and recovery.

A. 2-1-1 will consider for inclusion services, donation needs and volunteer opportunities identified and verified by Missouri Voluntary Organizations Active in Disasters (VOAD) partners.

B. Agencies must have resources to meet the need of 5% or greater of the mass population.

C. Offerings of services from individuals will not be included.

D. 2-1-1 reserves the right to exclude any service that can not be verified.

VI. 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 either physical or electronic forms, 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 or web-based 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 within 30 days of receiving profile.

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.

VII. 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.

VIII. 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.

IX. 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 Community Partnership Director
B. United Way Community Partnership Vice President
C. United Way Chief Impact Officer
D. United Way CEO
E. Chair, United Way 2-1-1 Advisory Committee
F. United Way Executive Committee

X. 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.

XI. Addendum

Types of Human Services Included – will generally conform to the structure of the AIRS/INFO LINE Taxonomy of Human Services.

B Basic Needs

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 Consumer Services

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 Criminal Justice and Legal Services

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 Education

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 Environmental Quality

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.

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.

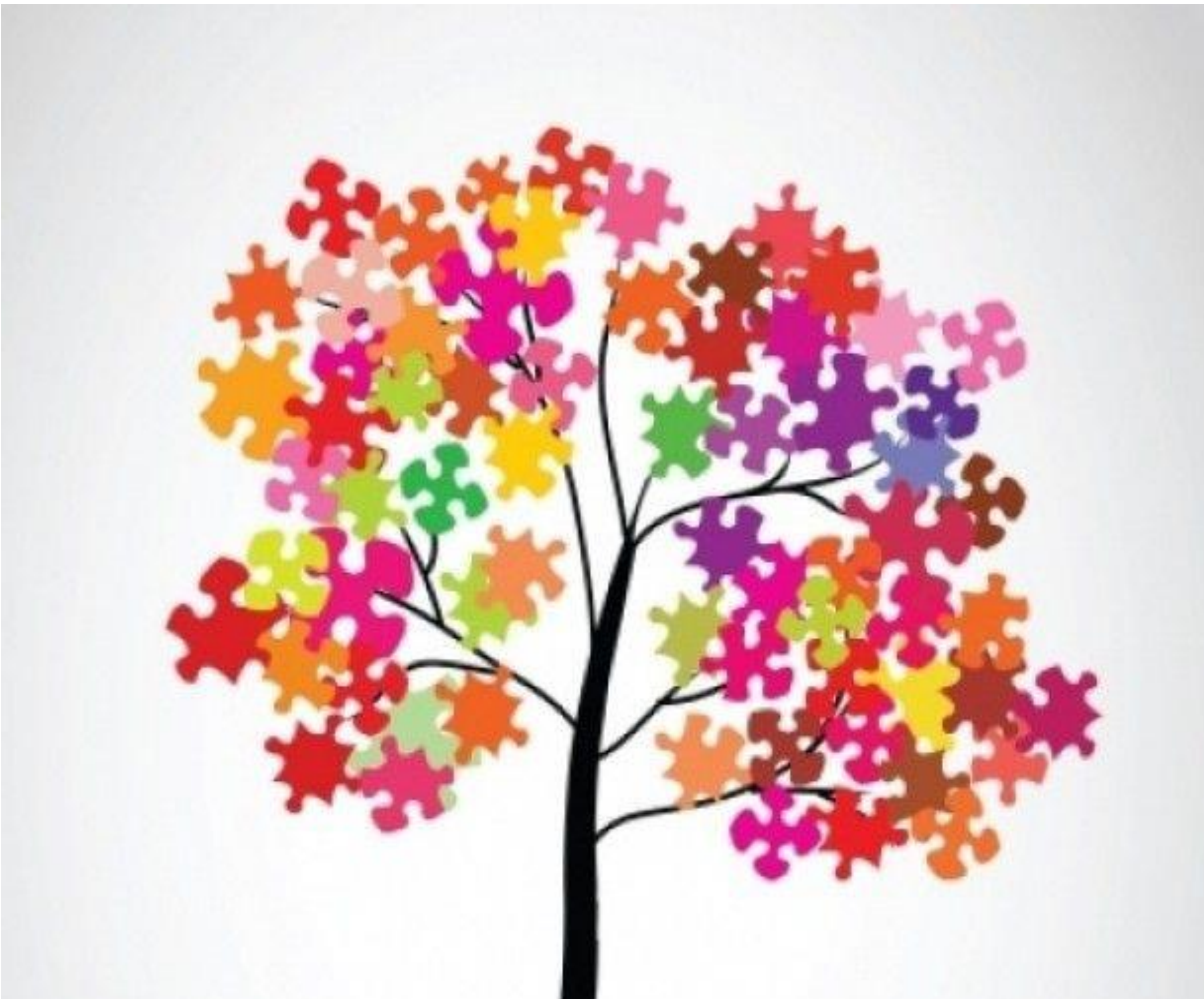
R Mental Health Care and Counseling

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.

Name:



CARE Quality Monitoring Program

"Coaching And Reinforcing Excellence"

EXHIBIT 6

Name:

Introduction

The CARE Quality Monitoring Program has been established to support the contact handling and resource management functions of United Way 211 Missouri / Southwest Illinois, ensuring the highest quality of every interaction, referral, presentation and unit of data into our systems is key to the sustained success and viability of 211. In addition, the quality management function is of utmost importance to on-going employee development, coaching and performance.

In the following pages, the CARE program is divided into two sections for quality governance of the major functions of 211 that we, as employees, must execute on a daily basis – (A) 211 Navigators and (B) 211Community Partnership Coordinators. This program contains the (5) elements: Monitoring, Evaluations, Scoring, Calibration and Coaching Plans. Results of these functions will be used to determine the individual employee's and department's quality score as determined by internal leadership. Most importantly, it will provide a formal and objective method for assessing performance at regularly scheduled intervals and ensure effective coaching for above average performance of all staff members.

Finally, the CARE program sets a foundation for leadership to coach for success and for staff members to impact their performance by actively engaging together to Coach and Reinforce Excellence daily in all activities, while acting as a tool for assessing and communicating quality performance of the group.

Coaching Overview

Effective employee coaching is a two-way street. For coaching to be successful, both parties must be actively engaged and committed to an environment that breeds success. Coaching employees removes barriers and boundaries, emphasizing individual and team achievement as a common departmental goal. It is also designed to build personal and team morale while fostering a partnership between leadership and team members where everyone understands how they contribute to the organization. This collaboration is an investment that is of utmost importance to 211.

The CARE Program will also facilitate effective communication on all levels within the department, while providing a channel for feedback and dialogue. Every team member can learn how they can personally make improved efforts to support the organization. Leadership encourages and pledges effective listening, constructive feedback and recognition throughout this program at all times.

Name:

Contact Handling Overview

The Contact Monitoring Scorecard is divided into sections. The sections are designed to assess skill levels in 7 critical areas: Greeting and Building Rapport, Assessment and Clarification, Information and Referral Giving, Closing, Documentation and Critical Impacts. At least two (2) contacts will be reviewed and scored every month. Leadership will meet monthly with navigators to listen to and review scored contacts. Every quarter the scores will be averaged, and an individual scorecard will be provided and will include comparisons to the overall team scores. Navigators are expected to achieve an 85% quality rating average each quarter. *Note: this target rating may change at the discretion of leadership in the future and will be determined annually for goal-setting purposes.*

During the review process, each Navigator will be presented with their scorecard and with the opportunity to hear the evaluated contacts. 211 Navigators failing to achieve the required quality score may be subject to appropriate performance management activities, including a coaching plan to help achieve the desired quality score.

Discrepancies in scoring must be made in writing (via email) by the employee to the 211 Navigation Center Director with a request for review. A review of the escalated results will be conducted within 5 business days of the request with a final determination made and communicated back to the employee. Any additional discrepancies will be escalated to the department Vice President for review and FINAL determination (Vice President level escalations must be made within 48 hours of the decision of the 211 Navigation Center Director).

The 211 Navigation Center Director, Navigation Center Supervisor(s) will meet monthly to calibrate randomly scored contacts to ensure parity in scoring approach. Only a sampling of contacts will be selected and calibrated monthly.

The evaluation form and criteria are included in Appendix A.

All contacts selected on the first round will be used for evaluation. Leadership will use a randomization process to choose contacts. Contacts that are personal in nature, if recorded, will automatically be scored at a zero (0) rating. Contacts that are inappropriately disconnected will also be scored at a zero (0) rating. Contacts that reveal personal use of computers while handling contacts will also receive an auto fail.

Name:

Resource Management Overview

The Resource Review scorecard is divided into sections. The sections are designed to assess accuracy and consistency in the in three (3) key areas: Agency Data Elements; Site Data Elements; and Service Record Accuracy. Six (6) records will be reviewed per quarter. Selection will be made based on agency profiles that have received their annual update within the quarter. Individual records will be scored and a copy of the evaluation form will be provided to the Community Partnership Coordinators. These individual scores will be entered into a Quarterly QA Scorecard and averaged. Community Partnership Coordinators will receive a copy of their Quarterly QA Scorecard and a joint review of these records will take place between each Community Partnership Coordinators the 211 Community Partnership Director and/or Team Lead. Each navigator is expected to achieve a 90% quality rating each quarter *(Note: this target rating may change at the discretion of leadership in the future and will be determined annually for goal-setting purposes.*

During the review process, each Navigator will be presented with their scorecard and with the opportunity to review their records. Community Partnership Coordinators failing to achieve the required quality score may be subject to appropriate performance management activities, including a coaching plan to help achieve the desired quality score.

Discrepancies in scoring must be made in writing (via email) by the employee to the 211 Community Partnerships Director with a request for review. A review of the escalated results will be conducted within 5 business days of the request with a final determination made and communicated back to the employee. Any additional discrepancies will be escalated to the department Vice President for review and FINAL determination (Vice President level escalations must be made within 48 hours of the decision of the Community Partnerships Director).

Name:

Appendix A – Call Monitoring Form

Greeting & Rapport

18/2048
Required
1.1
Navigator used the standardized United Way 2-1-1 Greeting along with their name/alias?
86/2048
Required
1.2
Navigator asked for callers name and how they would like to be addressed?
73/2048
Required
1.3
Did the Navigator address caller by preferred name or preferred pronoun at least once during the call?
102/2048
Required
1.4
Navigator builds rapport by acknowledging needs and concerns then offers to search for resources?
97/2048
1.5
Navigator avoided tragic/negative phrases ("we can't help" or "nobody will help you") and offered alternatives?
111/2048
2.

Assessment & Clarification

26/2048
Required
2.1
Navigator asked appropriate questions to clarify callers needs?
63/2048
Required
2.2
Navigator used empathetic statements to confirm/acknowledge callers feelings ?
78/2048
Required
2.3
Navigator used de-escalation technique and is not argumentative with caller ?
77/2048
Required
2.4
Tone: Navigator speaks clearly and audibly. Navigator is alert, interested and speaking at an appropriate pace?
111/2048
Required
3.
Navigator used active listening without interrupting the caller ?
65/2048
4.

Information & Referral

Name:

22/2048
Required
4.1
Were appropriate referrals provided to match the needs of the caller?
69/2048
Required
4.2
Navigator provided pertinent referral agency information to the caller (hours, eligibility requirements or documentation) ?
123/2048
Required
4.3
Navigator used companion tools when necessary (Parish Finder, SVDP) ?
69/2048
Required
4.4
Navigator verifies spelling names/ numbers when gathered?
57/2048
Required
4.5
If caller placed on hold, Navigator used standard hold procedure (informing caller of the reason for hold and the expected duration of the hold)?
145/2048
Required
5.
Navigator uses previous call notes or client records to avoid caller repeating information?
91/2048
Required
6.
Navigator provides up to 3 referrals if available for each need?
64/2048
Required
7.
Navigator is able to identify and address underlying needs of the caller?
73/2048
8.
Closing
7/2048
Required
8.1
Navigator asked "Is there anything else I can help you find today ?" or equivalant.
83/2048
Required
8.2
Call Summary: Navigator gave a brief summary of needs/services found and explained assistance is not guaranteed when contacting agencies?
137/2048
Required
8.3

Closing Phrase: Navigator thanked caller for dialing 211, encourages re-contact and informing of 24/7 availability?

115/2048

Required

8.4

If eligible, caller was asked for permission to receive a follow up text message?

81/2048

9.

General Documentation

21/2048

Required

9.1

Navigator verifies and documents zip code/house number/street?

62/2048

Required

9.2

Navigator appropriately selects call type and caller type?

58/2048

9.3

Veteran Status: Did Navigator ask if the caller was a veteran?

62/2048

Required

9.4

Disaster Marker: If call qualifies as "disaster" it was documented?

68/2048

Required

9.5

Out of Database (OOD): If OOD resource was provided, it is added to the notes and selected?

91/2048

Required

9.6

All of the callers needs are selected and each referral provided is added to the call record?

93/2048

Required

9.7

Client Record: If call is eligible and with callers permission and client record was created or the call is merged with previously created client record?

154/2048

Required

9.8

Call Notes: Are the call notes clear, concise (providing a summary of the call) and comprehendible. Avoiding judgmental phrases and slang? N/A if inappropriate or hang-up

172/2048

Required

10.

Demographic Information: Did Navigator ask demographic questions on appropriate calls (excludes answers already provided by caller or previous client record)?

159/2048

Name:

11.

Critical Impacts

16/2048

Required

Critical

11.1

Was the Navigator actively present during the entire call? (Headset on and Greeting caller promptly)?

102/2048

Required

Critical

11.2

There were no distractions in the background that could be heard over the caller (TV/radio, eating/chewing, personal phone call or conversations)?

145/2048

Required

Critical

11.3

Navigator avoided making disrespectful remarks to the caller?

61/2048

12.

Evaluator Comments

18/2048

Name:

Appendix B – Navigation Center Scorecard Sample

Date Range:	March 2024 Scorecard					
Navigator:	Smith, Kevin			Team Name:	TEAM TOTAL FT	
Statistics	**Actual**	**Goal**	**Results**	**Statistics**	**Team Actual**	**Performance vs Team**
Call Quality	NA	85%	Met	**Call Quality**	NA	Below
Average Handle Time	04:50	6-10 Min	Met	**Average Handle Time**	05:42	Above
Calls Logged %	96%	98%	Not Met	**Calls Logged %**	96%	Above
Data Accuracy	99%	97%	Met	**Data Accuracy**	97%	Above
Occupancy	74%	70%	Met	**Occupancy**	68%	Above
Attendance	100%	75%	Met	**Attendance**	92%	Above

Additonal Information	Actual	Additonal Information	Actual
Contacts Answered	1195	**Contacts Answered**	7977
Call Records Created	1152	**Call Records Created**	7625
Calls with Errors	6	**Calls with Errors**	192
Unavailable Time	31.18%	**Unavailable Time**	34.84%

Name:

Appendix C – Resource Review Evaluation Form

Data Entry Audit Form

UWGSL 2-1-1

Reviewer: Examine all fields for appropriate spelling, grammar, and style applications

	Key	
Date:		
Data entry staff name:	Static fields (do not alter)	AIRS Required Fields
Reviewer: Cathy Vaisvil	Input information	AIRS Recommended Fields
Record(s) reviewed:	Totals (formulas, do not alter)	Other
	Final Percentage	

Agency Record	Weight	Correct/N/A = 1 Incorrect = 0	Weighted Score	Comments
Agency name	2		0	
AKA name is listed	1		0	
Agency Description	3		0	
###STL###	3		0	
Physical address/Primary	3		0	
Region/Hub Assignment	2		0	
Phone and fax numbers	3		0	
Director/Administrator Info	1		0	
Contact Person Info	1		0	
E-mail address	1		0	
Hours/days of operation	1		0	
Website address	1		0	
Access for people with disabilities	1		0	
Legal status	1		0	
Provider Maintaining	2		0	
Date of last completed formal update	1		0	
Agency meets inclusion/exclusion policy	2		0	
Agency is activated/deactivated	1		0	
Total Possible Points for Agency Record	**30**	**N/A**	**0**	

Number of Site Records Reviewed	1			
Site Record	**Weight**	**Correct/N/A = 1 Incorrect = 0** Enter a point for every correct Site Record field	**Weighted Score**	**Comments**
Site name	2		0	Critical
AKA name is listed	1		0	
Site Description	3		0	
###STL###	3		0	
Physical address/Primary	3		0	
Region/Hub Assignment	2		0	
Phone and fax numbers	3		0	Critical
Website address	1		0	
Hours/days of operation	2		0	
Access for people with disabilities	1		0	
Provider Maintaining	2		0	
Site is activated/deactivated	3		0	
Total Possible Points for Site Record	**26**	**N/A**	**0**	

Name:

United Way of Greater St. Louis

Number of Services Records Reviewed	6			
Services Record	Weight	Correct/N/A = 1 Incorrect = 0 Enter a point for every correct Services Record field	Weighted Score	Comments
Proper taxonomy is used (including	3		0	Critical
Target terms applied appropriately	2		0	
Service description	3		0	Critical
Hours of service	2		0	
Eligibility/Target Populations	3		0	Critical
Geographic area served	3		0	Critical
Documents required	2		0	
Application / Intake process / Phone Numbers	2		0	
Fee/Method of payment	2		0	
Languages other than English	2		0	
Service is activated/deactivated	3		0	
Possible Points for Service Record(s)	162	N/A	0	
Number of Critical Errors	0			
Score:	0	Out of a possible:		218
Total Quality Score:	0%			
Comments:				

Name:

F – Glossary

Calibration - Matching or reconciliation of a measuring device and approach to scoring amongst scorers to ensure parity and similarities of thoughts / approaches to scoring

Coaching Plan - a document that outlines skill gaps that need to be closed. It is generally an outline for improvement for someone already in a role for a significant period of time, working with them to grow their skills to expand for the future or to target certain areas of performance that require improvement.

SMART Goals – Goals that are written such that they are Specific, Measurable, Attainable, Realistic and Time-based

Quality Monitoring - Supervising activities to ensure employees are on-course and on-schedule in meeting the objectives and performance targets.

EXHIBIT 7
Exchanges

EXHIBIT 7

Proposed List of Local Exchanges to be Served by 2-1-1

Exchange Name	Area Code	Incumbent Local Exchange Carrier

Implementation Phase Phase 1

Advance	573	AT&T
Altenberg-Frohna	573	AT&T
Antonia	636	AT&T
Argyle	573	AT&T
Armstrong	660	AT&T
Ash Grove	417	AT&T
Beaufort	573	AT&T
Bell City	573	AT&T
Billings	417	AT&T
Bismark	573	AT&T
Bloomfield	573	AT&T
Bloomsdale	573	AT&T
Blytheville	573	AT&T
Bonne Terre	573	AT&T
Booneville	660	AT&T
Bowling Green	573	AT&T
Bridgeton	314	AT&T
Brookfield	660	AT&T
Camdenton	573	AT&T
Campbell	573	AT&T
Cape Girardeau	573	AT&T
Cardwell	573	AT&T
Carl Junction	417	AT&T
Carrollton	660	AT&T
Carthage	417	AT&T
Caruthersville	573	AT&T
Cedar Hill	636	AT&T
Center	573	AT&T
Chaffee	573	AT&T
Charleston	573	AT&T
Chesterfield	636	AT&T
Chestnut	314	AT&T
Chillicothe	660	AT&T
Clarksville	573	AT&T

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Clever	417	AT&T
Climax Springs	573	AT&T
Creve Coeur	314	AT&T
Deering	573	AT&T
Delta	573	AT&T
DeSoto	636	AT&T
Dexter	573	AT&T
Downing	660	AT&T
East Prairie	573	AT&T
Edina	660	AT&T
Eldon	573	AT&T
Elsberry	573	AT&T
Essex	573	AT&T
Eureka	636	AT&T
Evergreen	314	AT&T
Farmington	573	AT&T
Fayette	660	AT&T
Fenton	636	AT&T
Ferguson	314	AT&T
Fisk	573	AT&T
Flanders	314	AT&T
Flat River	573	AT&T
Florissant	314	AT&T
Forest	314	AT&T
Fort Scott	417	AT&T
Frankford	573	AT&T
Fredericktown	573	AT&T
Freeburg	573	AT&T
Fulton	573	AT&T
Gideon	573	AT&T
Glasgow	660	AT&T
Gravois Mills	573	AT&T
Gray Summit	636	AT&T
Hannibal	573	AT&T
Harvester	636	AT&T
Hayti	573	AT&T
Hazelwood	314	AT&T
Herculaneum/Crystal City	636	AT&T
Higbee	660	AT&T

Exchange Name	Area Code	Incumbent Local Exchange Carrier
High Ridge	636	AT&T
Hillsboro	636	AT&T
Holcomb	573	AT&T
Hornersville	573	AT&T
Imperial	636	AT&T
Jackson	573	AT&T
Jasper	417	AT&T
Jefferson	314	AT&T
Joplin	417	AT&T
Kennett	573	AT&T
Kirksville	660	AT&T
Kirkwood	314	AT&T
Ladue	314	AT&T
Lake Ozark	573	AT&T
Lamar	417	AT&T
Lancaster	660	AT&T
Leadwood	573	AT&T
Lilbourn	573	AT&T
Linn	573	AT&T
Lockwood	417	AT&T
Louisiana	573	AT&T
Mack's Creek	573	AT&T
Malden	573	AT&T
Manchester	636	AT&T
Marble Hill	573	AT&T
Marceline	660	AT&T
Marionville	417	AT&T
Marston	573	AT&T
Maxville	636	AT&T
Mehlville	314	AT&T
Melrose	314	AT&T
Meta	573	AT&T
Mexico	573	AT&T
Mission	314	AT&T
Moberly	660	AT&T
Monett	417	AT&T
Montgomery City	573	AT&T
Morehouse	573	AT&T
Neosho	417	AT&T

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Nevada	417	AT&T
New Franklin	660	AT&T
New Madrid	573	AT&T
Oak Ridge	573	AT&T
Old Appleton	573	AT&T
Oran	573	AT&T
Overland	314	AT&T
Pacific	636	AT&T
Parkview	314	AT&T
Patton	573	AT&T
Paynesville	573	AT&T
Perryville	573	AT&T
Pevely	636	AT&T
Pierce City	417	AT&T
Pocahontas-New Wells	573	AT&T
Pond	636	AT&T
Poplar Bluff	573	AT&T
Portage de Sioux	636	AT&T
Portageville	573	AT&T
Prospect	314	AT&T
Puxico	573	AT&T
Qulin	573	AT&T
Richwoods	573	AT&T
Risco	573	AT&T
Riverview	314	AT&T
Sappington	314	AT&T
Scott City	573	AT&T
Senath	573	AT&T
Sikeston	573	AT&T
South Nixa	417	AT&T
Spanish Lake	314	AT&T
Springfield	417	AT&T
St. Charles	636	AT&T
St. Clair	636	AT&T
St. Louis City	314	AT&T
St. Louis Principal	314	AT&T
St. Mary's	573	AT&T
Stanberry	660	AT&T
Ste. Genevieve	573	AT&T

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Trenton	660	AT&T
Tuscumbia	573	AT&T
Union	636	AT&T
Valley Park	636	AT&T
Versailles	573	AT&T
Vienna	573	AT&T
Walnut Grove	417	AT&T
Wardell	573	AT&T
Ware	636	AT&T
Washington	636	AT&T
Webb City	417	AT&T
Webster Groves	314	AT&T
Wellsville	573	AT&T
Westphalia	573	AT&T
Wyatt	573	AT&T

Implementation Phase Phase 2

Aldrich	417	CenturyTel
Alton	417	CenturyTel
Annapolis	573	CenturyTel
Arcola	417	CenturyTel
Ashland	573	CenturyTel
Augusta	636	CenturyTel
Aurora	417	CenturyTel
Ava	417	CenturyTel
Avilla	417	CenturyTel
Belgrade	573	CenturyTel
Belle	573	CenturyTel
Belleview	573	CenturyTel
Birch Tree	573	CenturyTel
Bland	573	CenturyTel
Blue Eye	417	CenturyTel
Boss	573	CenturyTel
Bourbon	573	CenturyTel
Bradleyville	417	CenturyTel
Bradyville	417	CenturyTel
Branson	417	CenturyTel
Branson West	417	CenturyTel
Bronaugh	417	CenturyTel
Brunswick-Triplett	660	CenturyTel

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Buffalo	417	CenturyTel
Bunker	573	CenturyTel
Cabool	417	CenturyTel
Caledonia	573	CenturyTel
Canton	573	CenturyTel
Cape Fair	417	CenturyTel
Cassville	417	CenturyTel
Caulfield	417	CenturyTel
Cedar Creek	417	CenturyTel
Centerville	573	CenturyTel
Centralia	573	CenturyTel
Chamois	573	CenturyTel
Clarence	660	CenturyTel
Clark	573	CenturyTel
Collins	417	CenturyTel
Columbia	573	CenturyTel
Conway	417	CenturyTel
Crane	417	CenturyTel
Cross Timbers	417	CenturyTel
Cuba	573	CenturyTel
Dadeville	417	CenturyTel
Dalton	660	CenturyTel
Dardenne	636	CenturyTel
Defiance	636	CenturyTel
Dora	417	CenturyTel
Edgar Springs	573	CenturyTel
El Dorado Spr	417	CenturyTel
Elkland	417	CenturyTel
Ellsinore	573	CenturyTel
Elmer	660	CenturyTel
Eminence	573	CenturyTel
Everton	417	CenturyTel
Ewing	573	CenturyTel
Exeter	417	CenturyTel
Foley	636	CenturyTel
Fordland	417	CenturyTel
Foristell	636	CenturyTel
Forsyth	417	CenturyTel
Fremont	573	CenturyTel

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Gainesville	417	CenturyTel
Galena	417	CenturyTel
Golden City	417	CenturyTel
Gorin	660	CenturyTel
Greenfield	417	CenturyTel
Grove Spring	417	CenturyTel
Hallsville	573	CenturyTel
Harrisburg	573	CenturyTel
Hartville	417	CenturyTel
Hawk Point	636	CenturyTel
Hermann	573	CenturyTel
Hermitage	417	CenturyTel
High Hill	636	CenturyTel
Highlandville	417	CenturyTel
Holstein	636	CenturyTel
Houston	417	CenturyTel
Humansville	417	CenturyTel
Hunnewell	573	CenturyTel
Hurley	417	CenturyTel
Irondale	573	CenturyTel
Ironton	573	CenturyTel
Jamestown	660	CenturyTel
Jenkins	417	CenturyTel
Jerico Spring	417	CenturyTel
Jonesburg	636	CenturyTel
Kahoka	660	CenturyTel
Keytesville	660	CenturyTel
Kimberling City	417	CenturyTel
Koshkonong	417	CenturyTel
La Grange	573	CenturyTel
LaBelle	660	CenturyTel
Ladonia	573	CenturyTel
LaPlata	660	CenturyTel
Leasburg	573	CenturyTel
Lesterville	573	CenturyTel
Lewistown	573	CenturyTel
Licking	573	CenturyTel
Louisburg	417	CenturyTel
Macon	660	CenturyTel

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Manes	417	CenturyTel
Mano	417	CenturyTel
Mansfield	417	CenturyTel
Marshfield	417	CenturyTel
Marthasville	636	CenturyTel
Milo	417	CenturyTel
Monroe City	573	CenturyTel
Montauk Park	573	CenturyTel
Monticello	573	CenturyTel
Morrison	573	CenturyTel
Moscow Mills	636	CenturyTel
Mountain Grove	417	CenturyTel
Mountain View	417	CenturyTel
Mt. Sterling	573	CenturyTel
Mt. Vernon	417	CenturyTel
Nebo	417	CenturyTel
New Melle	636	CenturyTel
Niangua	417	CenturyTel
Noel	417	CenturyTel
Norwood	417	CenturyTel
O'Fallon	636	CenturyTel
Oates	573	CenturyTel
Old Monroe	573	CenturyTel
Osceola	417	CenturyTel
Ozark	417	CenturyTel
Palmyra	573	CenturyTel
Paris	660	CenturyTel
Perry	573	CenturyTel
Pittsburg	417	CenturyTel
Potosi	573	CenturyTel
Powell	417	CenturyTel
Prairie Home	660	CenturyTel
Preston	417	CenturyTel
Protem	417	CenturyTel
Raymondville	417	CenturyTel
Reeds Spring	417	CenturyTel
Republic	417	CenturyTel
Revere	660	CenturyTel
Roby	417	CenturyTel

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Rocheport	573	CenturyTel
Rockaway Beach	417	CenturyTel
Rogersville	417	CenturyTel
Safe	573	CenturyTel
Santa Fe	573	CenturyTel
Sarcoxie	417	CenturyTel
Schell City	417	CenturyTel
Seligman	417	CenturyTel
Seymour	417	CenturyTel
Shelbina	573	CenturyTel
Shelbyville	573	CenturyTel
Shell Knob	417	CenturyTel
Southwest Cit	417	CenturyTel
Sparta	417	CenturyTel
St. James	573	CenturyTel
St. Peters	636	CenturyTel
Stella	417	CenturyTel
Stoutsville	573	CenturyTel
Strafford	417	CenturyTel
Sturgeon	573	CenturyTel
Summersville	417	CenturyTel
Thayer	417	CenturyTel
Theodosia	417	CenturyTel
Thomasville	417	CenturyTel
Timber	573	CenturyTel
Triplett	660	CenturyTel
Troy	636	CenturyTel
Truxton	636	CenturyTel
Urbana	417	CenturyTel
Van Buren	573	CenturyTel
Vanzant	417	CenturyTel
Vichy	573	CenturyTel
Walker	417	CenturyTel
Warrenton	636	CenturyTel
Washburn	417	CenturyTel
Wasola	417	CenturyTel
Wayland	660	CenturyTel
Weaubleau	417	CenturyTel
Wentzville	636	CenturyTel

Exchange Name	Area Code	Incumbent Local Exchange Carrier
West Plains	417	CenturyTel
West Quincy	573	CenturyTel
Wheatland	417	CenturyTel
Willard	417	CenturyTel
Willow Springs	417	CenturyTel
Winfield	636	CenturyTel
Winona	573	CenturyTel
Wooldridge	660	CenturyTel
Wright City	636	CenturyTel
Sheldon	417	Spectra

Implementation Phase Phase 3

Bernie	573	BPS Telephone Company
Parma	573	BPS Telephone Company
Steele	573	BPS Telephone Company
Atlanta	660	Chariton Valley Telephone Corp.
Bevier	660	Chariton Valley Telephone Corp.
Bosworth	660	Chariton Valley Telephone Corp.
Bucklin	660	Chariton Valley Telephone Corp.
Bynumville	660	Chariton Valley Telephone Corp.
Callao	660	Chariton Valley Telephone Corp.
Clifton Hill	660	Chariton Valley Telephone Corp.
De Witt	660	Chariton Valley Telephone Corp.
Ethel	660	Chariton Valley Telephone Corp.
Excello	660	Chariton Valley Telephone Corp.
Forest Green	660	Chariton Valley Telephone Corp.
Hale	660	Chariton Valley Telephone Corp.
Huntsville	660	Chariton Valley Telephone Corp.
Jacksonville	660	Chariton Valley Telephone Corp.
New Boston	660	Chariton Valley Telephone Corp.
New Cambria	660	Chariton Valley Telephone Corp.
Prairie Hill	660	Chariton Valley Telephone Corp.
Salisbury	660	Chariton Valley Telephone Corp.
Halltown	417	Choctaw Telephone Co.
Asbury	417	Craw-Kan Telephone Coop.
East Arcadia	417	Craw-Kan Telephone Coop.
East Mulberry	417	Craw-Kan Telephone Coop.
Purcell	417	Craw-Kan Telephone Coop.
Clearwater Lake	573	Ellington Telephone Company
Ellington	573	Ellington Telephone Company

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Garwood	573	Ellington Telephone Company
Redford	573	Ellington Telephone Company
Sweetwater	573	Ellington Telephone Company
Brazito	573	EMBARQ
California	573	EMBARQ
Centertown	573	EMBARQ
Clarksburg	573	EMBARQ
Craig	660	EMBARQ
Eugene	573	EMBARQ
Fairfax	660	EMBARQ
Ft. Leonard Wood	573	EMBARQ
Hopkins	660	EMBARQ
Jefferson City	573	EMBARQ
Lebanon	417	EMBARQ
Lincoln	660	EMBARQ
Maryville	660	EMBARQ
Mound City	660	EMBARQ
New Bloomfield	573	EMBARQ
Newburg	573	EMBARQ
Norborne	660	EMBARQ
Pickering	660	EMBARQ
Richland	573	EMBARQ
Rolla	573	EMBARQ
Russellville	573	EMBARQ
Salem	573	EMBARQ
St. Robert	573	EMBARQ
St. Thomas	573	EMBARQ
Syracuse	660	EMBARQ
Taos	573	EMBARQ
Tarkio	660	EMBARQ
Tipton	660	EMBARQ
Waynesville	573	EMBARQ
Farber	573	Farber Telephone Company
Berger	573	Fidelity Telephone Company
Gerald	573	Fidelity Telephone Company
Japan	573	Fidelity Telephone Company
Lyon	573	Fidelity Telephone Company
New Haven	573	Fidelity Telephone Company
Owensville	573	Fidelity Telephone Company

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Spring Bluff	573	Fidelity Telephone Company
Stanton	573	Fidelity Telephone Company
Sullivan	573	Fidelity Telephone Company
Goodman	417	Goodman Telephone Co.
Lanagan	417	Goodman Telephone Co.
Diamond	417	Granby Telephone Co.
Granby	417	Granby Telephone Co.
Barnard	660	Grand River Mutual Tel. Corp.
Bethany	660	Grand River Mutual Tel. Corp.
Blockton	660	Grand River Mutual Tel. Corp.
Brimson	660	Grand River Mutual Tel. Corp.
Browning	660	Grand River Mutual Tel. Corp.
Cainsville	660	Grand River Mutual Tel. Corp.
Chula	660	Grand River Mutual Tel. Corp.
Conception Junction	660	Grand River Mutual Tel. Corp.
Davis City	660	Grand River Mutual Tel. Corp.
Denver	660	Grand River Mutual Tel. Corp.
Eagleville	660	Grand River Mutual Tel. Corp.
Galt	660	Grand River Mutual Tel. Corp.
Gentry	660	Grand River Mutual Tel. Corp.
Gilman City	660	Grand River Mutual Tel. Corp.
Jamesport	660	Grand River Mutual Tel. Corp.
Lamoni	660	Grand River Mutual Tel. Corp.
Laredo	660	Grand River Mutual Tel. Corp.
Lineville	660	Grand River Mutual Tel. Corp.
Linneus	660	Grand River Mutual Tel. Corp.
Lucerne	660	Grand River Mutual Tel. Corp.
Meadville	660	Grand River Mutual Tel. Corp.
Mercer	660	Grand River Mutual Tel. Corp.
Mount Moriah	660	Grand River Mutual Tel. Corp.
New Hampton	660	Grand River Mutual Tel. Corp.
Newton	660	Grand River Mutual Tel. Corp.
Parnell	660	Grand River Mutual Tel. Corp.
Powersville	660	Grand River Mutual Tel. Corp.
Princeton	660	Grand River Mutual Tel. Corp.
Purdin	660	Grand River Mutual Tel. Corp.
Ravenwood	660	Grand River Mutual Tel. Corp.
Ridgeway	660	Grand River Mutual Tel. Corp.
Sheridan	660	Grand River Mutual Tel. Corp.

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Spickard	660	Grand River Mutual Tel. Corp.
Washington Center	660	Grand River Mutual Tel. Corp.
Avalon	660	Green Hills Telephone Corp.
Bogard	660	Green Hills Telephone Corp.
Dawn	660	Green Hills Telephone Corp.
Ludlow	660	Green Hills Telephone Corp.
Mooresville	660	Green Hills Telephone Corp.
Tina	660	Green Hills Telephone Corp.
Wheeling	660	Green Hills Telephone Corp.
Maitland	660	Holway Telephone Co.
Skidmore	660	Holway Telephone Co.
Burlington Junction	660	Iamo Telephone Co.
Clearmont	660	Iamo Telephone Co.
Elmo	660	Iamo Telephone Co.
Westboro	660	Iamo Telephone Co.
Auxvasse	573	Kingdom Telephone Company
Big Spring	573	Kingdom Telephone Company
Hatton	573	Kingdom Telephone Company
Mokane	573	Kingdom Telephone Company
Rhineland	573	Kingdom Telephone Company
Tebbetts	573	Kingdom Telephone Company
Williamsburg	573	Kingdom Telephone Company
Deerfield	417	KLM Telephone Co.
Richards	417	KLM Telephone Co.
Metz	417	KLM Telephone Co.
Baring	660	Mark Twain Rural Telephone Company
Brashear	660	Mark Twain Rural Telephone Company
Durham	573	Mark Twain Rural Telephone Company
Green Top	660	Mark Twain Rural Telephone Company
Hurdland	660	Mark Twain Rural Telephone Company
Knox City	660	Mark Twain Rural Telephone Company
Leonard	660	Mark Twain Rural Telephone Company
Newark	660	Mark Twain Rural Telephone Company
Novelty	660	Mark Twain Rural Telephone Company
Philadelphia	573	Mark Twain Rural Telephone Company
Steffenville	660	Mark Twain Rural Telephone Company
Williamstown	573	Mark Twain Rural Telephone Company
Wyacona	660	Mark Twain Rural Telephone Company
Jane	417	McDonald County Telephone Co.

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Pineville	417	McDonald County Telephone Co.
Anderson	417	McDonald Telephone Company
Miller	417	Miller Telephone Co.
New Florence	573	New Florence Telephone Co.
New London	573	New London Tel. Co./TDS Telecom
Arbela	660	Northeast Missouri Rural Telephone Co.
Brock	660	Northeast Missouri Rural Telephone Co.
Green City	660	Northeast Missouri Rural Telephone Co.
Lemons	660	Northeast Missouri Rural Telephone Co.
Luray	660	Northeast Missouri Rural Telephone Co.
Martinstown	660	Northeast Missouri Rural Telephone Co.
Memphis	660	Northeast Missouri Rural Telephone Co.
Novinger	660	Northeast Missouri Rural Telephone Co.
Omaha	660	Northeast Missouri Rural Telephone Co.
Pollock	660	Northeast Missouri Rural Telephone Co.
Queen City	660	Northeast Missouri Rural Telephone Co.
Tobin Creek	660	Northeast Missouri Rural Telephone Co.
Unionville	660	Northeast Missouri Rural Telephone Co.
Winigan	660	Northeast Missouri Rural Telephone Co.
Orchard Farm	636	Orchard Farm Tel. Co./TDS Telecom
Oregon	660	Oregon Farmers Mutual Telephone Co.
Black Water	660	Otelco, Inc.
Bunceton	660	Otelco, Inc.
Fortuna	660	Otelco, Inc.
Gilliam	660	Otelco, Inc.
High Point	660	Otelco, Inc.
Latham	660	Otelco, Inc.
Pilot Grove	660	Otelco, Inc.
Speed	660	Otelco, Inc.
Peace Valley	417	Peace Valley Telephone Co.
Rockport	660	Rock Port Telephone Co.
South Hamburg	660	Rock Port Telephone Co.
Watson	660	Rock Port Telephone Co.
Seneca	417	Seneca Telephone Co.
Tiff City	417	Seneca Telephone Co.
Cherryville	573	Steelville Telephone Company
Huzzah	573	Steelville Telephone Company
Steeleville	573	Steelville Telephone Company
Viburnum	573	Steelville Telephone Company

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Stoutland	417	Stoutland Telephone Co./TDS Telecom
Albany	660	Windstream Communications
Allendale	660	Windstream Communications
Bellflower	573	Windstream Communications
Bollivar	417	Windstream Communications
Clubb	573	Windstream Communications
Coffey	660	Windstream Communications
Crocker	573	Windstream Communications
Dixon	573	Windstream Communications
Doniphan	573	Windstream Communications
Eolia	573	Windstream Communications
Fairdealing	573	Windstream Communications
Fairplay	417	Windstream Communications
Fairview	417	Windstream Communications
Gallatin	660	Windstream Communications
Grandin	573	Windstream Communications
Grant City	660	Windstream Communications
Greenville	573	Windstream Communications
Halfway	417	Windstream Communications
Holliday	660	Windstream Communications
Iberia	573	Windstream Communications
Indian Grove	660	Windstream Communications
Jameson	660	Windstream Communications
Laclede	660	Windstream Communications
Liberal	417	Windstream Communications
Madison	660	Windstream Communications
Martinsburg	573	Windstream Communications
Mendon	660	Windstream Communications
Middletown	573	Windstream Communications
Milan	660	Windstream Communications
Minden Mines	417	Windstream Communications
Morrisville	417	Windstream Communications
Myrtle	417	Windstream Communications
Naylor	573	Windstream Communications
Neelyville	573	Windstream Communications
New Hartford	573	Windstream Communications
Olney	573	Windstream Communications
Oxly	573	Windstream Communications
Patterson	573	Windstream Communications

Exchange Name	Area Code	Incumbent Local Exchange Carrier
Piedmont	573	Windstream Communications
Pleasant Hope	417	Windstream Communications
Polk	417	Windstream Communications
Ponder	573	Windstream Communications
Powder	573	Windstream Communications
Purdy	417	Windstream Communications
Rothville	660	Windstream Communications
Silex	573	Windstream Communications
St. Elizabeth	573	Windstream Communications
Stark City	417	Windstream Communications
Stockton	417	Windstream Communications
Stotts City	417	Windstream Communications
Stover	573	Windstream Communications
Sumner	660	Windstream Communications
Vandalia	573	Windstream Communications
Verona	417	Windstream Communications
Wappapello Park	573	Windstream Communications
Wheaton	417	Windstream Communications
Williamsville	573	Windstream Communications
Winston	660	Windstream Communications