COPY

House District 27

Senate District 13

THE TWENTY-SEVENTH LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

☒ GRANT REQUEST – OPERATING ☐ GRANT REQUEST – CAPITAL ☐ SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): ____________________

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): ____________

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: Aloha United Way

Dba: N/A

Street Address: 200 N. Vineyard Blvd, Suite 700, Honolulu HI, 96817

Mailing Address: Same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name BRONWEN SELLERS

Title Associate, Grants & Foundations

Phone # 808-543-2214

Fax # 808-543-2222

e-mail bronwen@auw.org

3. TYPE OF BUSINESS ENTITY:

☒ NON PROFIT CORPORATION
☐ FOR PROFIT CORPORATION
☐ LIMITED LIABILITY COMPANY
☐ SOLE PROPRIETORSHIP/INDIVIDUAL

4. FEDERAL TAX ID #: [redacted]

5. STATE TAX ID #: [redacted]

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

2-1-1 INFORMATION AND REFERRAL LINE

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: $ 100,000.00

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

☐ NEW SERVICE (PRESENTLY DOES NOT EXIST)
☒ EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE $56,955
FEDERAL $____________
COUNTY $____________
PRIVATE/OTHER $ 79,254

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[redacted]

Kim Gennaula, President
NAME & TITLE

1/25/13
DATE SIGNED

Application for Grants and Subsidies

I. Background and Summary

1. A brief description of the applicant's background;

Aloha United Way (AUW) began serving Hawaii's people in 1919 as the United Welfare Fund, under the jurisdiction of the Honolulu Chamber of Commerce. In 1966, the Aloha United Fund was created and in 1974 the Fund's name was officially changed to Aloha United Way. Today, AUW has 97 partner agencies that serve over 830,000 individuals each year through 600 unique programs. AUW's mission is to serve as a fundraiser for Oahu non-profits and to mobilize the caring power of our community to make a difference in people's lives.

With a 93-year history of serving the people of Hawaii and an intimate knowledge of the needs of our residents, AUW exists to bring our community together to identify and work on Hawaii's most pressing issues. We focus on issues that are bigger than any single agency can handle. Our goal is to not only meet the immediate needs in our community, but to create long-lasting changes that prevent problems from happening in the first place. We raise funds from the community through our annual campaign and distribute those funds to local nonprofits per donor designations or through our community impact funding process. AUW's community impact funding addresses three focus areas– education, poverty prevention, and safety net services. Community volunteers are responsible for focusing financial investments within each area and recommending funding levels to AUW's Board. AUW also works to affect community change by connecting individuals to volunteer opportunities through its Get Connected Hawaii website, a virtual volunteer center that helps local nonprofits connect with people who are willing to donate their time, resources and talents. Finally, AUW operates the 211 information and referral phone line that is staffed by specialists trained to connect callers with agencies and services that can meet their needs.

Aloha United Way has evolved along with the community. Over its long history of caring for people on Oahu, we have raised millions of dollars for health and human services, brought together the efforts of thousands of volunteers and helped build a stronger, healthier community.

2. The goals and objectives related to the request;

With approximately 1.5 million nonprofit organizations in the United States plus scores of government agencies, finding help can be confusing and intimidating. People who need help often do not know where to begin. The goal of AUW's 2-1-1 Information and Referral line is to quickly connect Hawaii residents in need of help with the community programs, services and resources they need.

Aloha United Way respectfully requests $100,000 in funding from the Hawaii State Legislature to support the ongoing operating expenses of our 2-1-1 program. Currently, AUW has to utilize funds raised during our annual campaign to support 2-1-1. Although we are committed to the program and able to provide some financial support to keep it in operation, we cannot continue to support it at current levels. As a community fundraiser, our main objective is to raise funds for our partner agencies and other nonprofits in our community that are working to address critical needs. Our efforts in this area fall short when we have to commit such a significant portion of funds raised to maintain one of our own programs. Grant funding that has supported a portion of the program's expenses for the past three years ended on 12/31/12, leaving AUW with an even larger portion to support in the coming year.

3. The public purpose and need to be served;

Many people experience transitions in their lives that place them in a position where they need help with emergency food or shelter, legal or financial assistance, affordable health care or other essential services. Whether the individual is well-educated or a high school dropout, financially secure or living in poverty, a long-time resident or a runaway new to a city, a staff person new to human services searching for resources for a client or a seasoned veteran overwhelmed by changes in the service delivery landscape, negotiating the maze of human service providers can be a challenge.

On May 28, 1998, the Alliance of Information and Referral Systems, United Way Worldwide and United Way 2-1-1 (Atlanta, GA) filed a petition for nationwide assignment of an abbreviated dialing code for access to community information and referral services. On July 21, 2000, the FCC, in a unanimous decision, concluded that "assigning an N11 code for such purposes is in the national interest, and commenters overwhelmingly support the proposal." It was at that time that the 2-1-1 number became what it is today – an easy to remember number that connects individuals and organizations to essential community services.

Since that time, United Way Worldwide, local United Ways, the Alliance of Information and Referral Systems and local information and referral systems have come together to see that 2-1-1 is ultimately available to all Americans in every state. As of August 2012, 2-1-1 serves over 90% of all Americans, covering all 50 states.

AUW's 2-1-1 line helps individuals, families and organizations identify, understand and effectively use the programs that are part of the human service delivery system. At the community level, 2-1-1 can help with long-range planning by tracking requests for service and identifying gaps and duplications in services. 2-1-1 also works with other human services organizations to make them a better resource for their clients. AUW 2-1-1 Specialists help people understand their problems and make informed decisions about possible solutions. They may advocate on behalf of those who need special support, and reinforce the individual's capacity for self-reliance and self-determination through education, affirmation, collaborative planning and problem solving. 2-1-1 services are a vital link bringing people and services together. AUW's 2-1-1 Information and Referral line is a cost-efficient human services delivery system; the vital connection between agencies and volunteer centers with opportunities; and an essential tool during times of disaster.

Additionally, a national cost/benefit analysis of the 2-1-1 system was conducted by the University of Texas, based largely on the data of eleven 2-1-1 centers (including AUW's program right here in Hawaii). The study found that states with 2-1-1 systems in place save money for taxpayers by reducing nonemergency calls to 911, enhancing consumer awareness of income-generating services such as the Earned Income Tax Credit, and enhancing system efficiencies due to a decrease in misdirected calls to local, state and nonprofit agencies.

Further, 2-1-1 serves a critical role during times of natural disaster (or other crises) by helping to aggregate resources and enhancing post-disaster assistance. Through 2-1-1, we can effectively serve all who are in need during a disaster/crisis – quickly, efficiently and ubiquitously. 2-1-1 can be utilized during a disaster to expand the capacity of the emergency response system, to manage unmet needs, to reassure concerned callers, to mobilize and manage volunteers, to serve as intake for service providers, and to sustain the critical connection to Hawaii's citizens. Following its utilization during times of disaster such as Hurricane Katrina, Hurricane Sandy and September 11th, 2-1-1 continues to receive praise for its ability to help citizens connect with the resources they need. Following the September 11th terrorist attacks, Hillary Clinton had this to say about 2-1-1, "We need this in New York. We need this everywhere."

Finally, data collected detailing the number and type of calls/inquiries made to AUW's 2-1-1 line help paint a picture of the status of our community. When our nation's economy began to crumble, we noticed an increase in the number of calls and referrals made for basic services, such as food and shelter. During the mortgage crisis, we noticed a spike in the number of calls and referrals for financial counseling, housing subsidies and mortgage assistance programs. Although our island is geographically isolated from the U.S. Mainland, we are still affected by national trends and 2-1-1 data clearly illustrates this. By analyzing the data we collect each quarter, we are able to have a better grasp on what our residents need and what issues they are struggling with. This information is invaluable for planning future programs/services, as well as for adjusting current offerings.

4. Describe the target population to be served; and

The main target population for AUW's 2-1-1 Information and Referral Line is *all residents of Hawaii* who are in need of information, resources, services, etc. Since 2-1-1 is a confidential and anonymous service, our 2-1-1 Specialists do not collect demographic data on callers with the exception of asking for their zip code. This is to be sure that the information provided to callers is geographically relevant. AUW's 2-1-1 line also targets community agencies (government and nonprofit) who provide services and programs, so that their service information can be included in the 2-1-1 resource database and so 2-1-1 can connect them with individuals in need.

5. Describe the geographic coverage.

AUW's 2-1-1 Information and Referral Line provides coverage for the entire state of Hawaii. Residents of all Hawaii islands can access the line by dialing 2-1-1 from any land line or cell phone. Our 2-1-1 Specialists also provide information to callers for programs, services, agencies, etc. located on all islands.

II. Service Summary and Outcomes

1. Describe the scope of work, tasks and responsibilities;

AUW's 2-1-1 line helps individuals, families and organizations identify, understand and effectively use the programs that are part of the human service delivery system in our state. Hawaii residents simply dial 2-1-1 from any landline or cell phone and they are connected with a trained 2-1-1 Specialist who can answer their questions, give them access to resources, provide them with information and/or instructions and make referrals to community programs and services. Commonly requested programs and services include food pantries, homeless shelters, public benefit programs, child health insurance programs, rent and utility payment assistance, federal income tax information and legal services.

The *2-1-1 Director* is responsible for the overall operation of the 211 Information & Referral call center. The Director's specific tasks and responsibilities include the following:

- Supervises the operation of the AUW 211 Information & Referral call center and 2-1-1 staff; including recruitment, training, and performance evaluation.
- Schedules 2-1-1 Specialists and assures adequate program coverage, and covers phones on an as-needed basis.
- Monitors AUW 211 operational indicators for quality assurance, including call delay, abandonment, volume of calls and caller satisfaction and reports those measures to appropriate supervisors.
- Coordinates the collection of data on community needs and outcomes information from the AUW 211 program as needed.
- Maintains the operation of telephones, computer systems and related equipment for the call center.
- Coordinates AUW 211's participation in program outreach events, including, selecting and scheduling the event, preparing materials and providing adequate coverage for the event.
- Represents AUW 211 at speaking engagements and trains and educates the community on information and referral services.

AUW's *2-1-1 Specialists* provide phone coverage for the 2-1-1 Information and Referral Line. Their specific tasks and responsibilities include the following:

- Answer incoming calls and provide information and referrals to the appropriate providers.
- Complete data entry of caller log screens which record clients' requests, referrals made, and unmet services requested.
- Administer quality assurance checks by performing client follow-up, with a sample of callers, to ensure clients receive appropriate services that are effective. Offer additional assistance, if necessary.
- Deliver feedback to the Director and/or Program Assistant, which can include recommendation for addition or deletion of services identified in the referral process.
- Performs data entry on updates and new resources.

AUW's *2-1-1 Program Assistant* maintains AUW 2-1-1 resource databases and provides clerical services for the Community Impact Department. The Program Assistant's specific tasks and responsibilities include the following:

- Annually ensures the integrity of databases by performing an update review via mail, or phone correspondence with agencies/groups/individuals represented in the 2-1-1 database.
- Regularly monitors news media and community resources to solicit potential

candidates for inclusion in the database.

- Responsible for indexing new records in the database.
- Provides quality assurance for the data entry of changes and updates in the database.
- Assists in the collection of data on community needs and outcomes information from the AUW 2-1-1 database.
- Assists in answering incoming calls and greeting visitors and responds with appropriate information to questions pertaining to the program.
- Sets up and maintains a filing system.
- Provides clerical services including word processing, typing, and duplicating of documents on copy machine as needed.

2. **Provide a projected annual timeline for accomplishing the results or outcomes of the service;**

The 2-1-1 Information and Referral Line operates Monday-Friday from 7am-5pm. These operating hours have been refined through the years to most efficiently handle calls from Hawaii residents. We have found that the most calls are received during these times. During times of crises or natural disaster, the call center's hours can be extended to accommodate emerging needs and increased call volume.

Work towards achieving project results and outcomes will take place from July 1, 2013-June 30, 2014.

3. **Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and**

Aloha United Way has a fully implemented Quality Assurance program based on the Customer – Process – Measurement – Adjustment philosophy. Specifically, we establish the goals for our 2-1-1 program using customers' (callers, nonprofit agencies, government agencies) inputs. Then we implement processes to deliver the services needed to achieve the customer-established goals. As the service is delivered, we monitor our overall performance towards the intended goals and make adjustments to the processes as needed to ensure we achieve the targeted outcomes.

All 2-1-1 staff members are involved in the program's quality assurance and evaluation activities by collecting information and data, obtaining customer feedback, analyzing data and survey results, reporting results to stakeholders and implementing process improvements as needed.

4. **List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment.**

The main way that Aloha United Way's 2-1-1 program evaluates its own success is through conducting satisfaction surveys and follow-up calls with clients (callers, nonprofits, government agencies) to assess the level of service they received. The satisfaction surveys and follow-up calls measure how long the caller was on hold, how they felt about the service received from us, whether or not the referrals were helpful, and similar data about the caller's experience with 2-1-1 and in getting help from the programs and agencies they were referred to (For nonprofits and agencies – are their services up to date in our database? Are we providing them with appropriate referrals?). The program also tracks the number of calls received, number of referrals given, type of assistance requested, and the number of visits to the 2-1-1 website. Finally, the 2-1-1 Program Assistant goes through an extensive process (each year) to verify and update the 2-1-1 resource database to ensure its accuracy and relevance. The following objectives will be tracked and reported to the expending agency to assess 2-1-1's accomplishments during the grant period:

1. 90% of clients will report that they are satisfied with the service they received from the 2-1-1 program (via satisfaction survey and follow up calls)
2. 90% of clients will report that they were able to get the help they needed from the referrals provided by 2-1-1 Specialists (via satisfaction survey and follow up calls)
3. At least 25,000 calls will be received by 2-1-1 Specialists (call statistics are compiled monthly, quarterly and annually)
4. At least 40,000 referrals will be provided to callers by 2-1-1 Specialists (referral statistics are compiled monthly, quarterly and annually)
5. The AUW 2-1-1 online resource database (www.auw211.org) will receive at least 25,000 hits

III. Financial

Budget

1. **The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**
   Please see attached budget forms for program budget and funding request details.

2. **The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2014.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
$25,000	$25,000	$25,000	$25,000	$100,000

3. **The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2014.**
   Aloha United Way has no outstanding requests for funding to support the 2-1-1 program, at this time. The program was supported from 2010-2012 by the Hawaii Community Foundation – Community Stabilization Initiative, but that funding ended on 12/31/12. The only source of secured revenue for the 2-1-1

Information and Referral Line is for the current FY13 (although we anticipate renewing these for FY14) and comes from the following contracts:

- *State of Hawaii – Department of Health* (funding for 2-1-1 to provide immunization and bioterrorism information and referrals)
- *State of Hawaii – Office of Elections* (funding for 2-1-1 to provide information to callers regarding voting location, voter registration, and absentee ballots, as well as to receive voter complaints)
- *Hawaii Covering Kids* (funding for 2-1-1 Specialists to provide callers information on the State Child Healthcare program and to provide assistance to callers in filling out the required paperwork)

4. **The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.**
   Not applicable.

IV. Experience and Capability

A. Necessary Skills and Experience

After 93 years of operation on Oahu, Aloha United Way has an intimate knowledge about the needs and resources of our community, our residents, and our local nonprofits. Our agency's purpose is to provide leadership in bringing people, volunteers, donors, staff, agencies, and others together to create a healthier, more compassionate community. We create value through community impact activities (providing funding to nonprofits working on pressing community needs, conducting needs assessments, etc.), by offering statewide clearinghouse services (2-1-1 and Get Connected Hawaii), by helping its partner agencies to strengthen their capacity to deliver effective and cost-efficient health and human services programs (through funding, training, and connecting them with resources), by developing resources through the annual community campaign and Combined Federal Campaign (raising funds from the community through our donor choice and payroll deduction programs) by managing relations with current and prospective donors and volunteers, and by keeping the community informed about gaps in service, emerging needs and the progress made by AUW to address these issues.

One of the most significant ways that AUW supports our community is by identifying our island's most pressing needs and then directing resources to address those needs. AUW currently focuses our Community Impact work in three impact areas – *Education, Safety Net and Poverty Prevention.* We chose to focus our resources in these areas based on the results of a comprehensive community needs assessment process. Our 2-1-1 Information and Referral Line is part of our work under the *Safety Net* impact area. *Safety Net* services help those in our community experiencing crisis or emergencies and focus on stabilizing the situation and then referring the client or family to longer term recovery oriented programs/services. In 2012, we received 29,278 calls to the 2-1-1 Information and Referral Line and our 2-1-1 Specialists provided callers with 40,377 referrals to programs and services in our community.

Related Contracts:

In 2009, Aloha United Way was awarded funding from the State of Hawaii's Department of Defense, Civil Defense Office. This grant enabled AUW to purchase a backup generator and improve security systems to ensure that 2-1-1 could be fully operational during the time of a natural disaster, commercial power loss or other crisis. This grant ended on July 31, 2012 after AUW successfully completed all project activities, expended 100% of the funding, and submitted all required program and financial reports.

Finally, Aloha United Way's 2-1-1 Information and Referral program has entered into agreements with a number of agencies in our community. These agreements serve a public good, and are described below:

Agency	Purpose	Contract Period	History	Outcome
State of Hawaii – Dept. of Health, Immunization Branch	AUW 2-1-1 maintains a list of sites across the state where people can acquire flu vaccinations for free or at a low cost, as well as a list of sites where adults can get their vaccinations for measles, mumps and other diseases.	July 1, 2012- June 30, 2013	This contract has been active for over a decade.	AUW 2-1-1 provides weekly reports to DOH that provide stats about the calls received.
State of Hawaii – Dept. of Health, Communications Office	AUW 2-1-1 answers basic questions about biological threats such as anthrax and ricin, and is on hand to field calls for other possible health hazards and concerns (ex: 2-1-1 Specialists answered questions from callers about radiation threats following the nuclear reactor damage in Japan)	July 1, 2012- June 30, 2013	This contract has been active for over a decade.	AUW 2-1-1 provides weekly reports to DOH that provide stats about the calls received.
State of Hawaii – Office of Elections	During each election cycle, AUW 2-1-1 answers questions about the election process, including determining whether a caller is already registered to vote, providing info on how to go about registering, mailing of voter registration applications and absentee ballots. AUW 2-1-1 also receives calls from those who have complaints about any facet of the voting process.	July 1, 2012- June 30, 2013	This contract has been active for over a decade.	AUW 2-1-1 provides weekly reports to the Office of Elections with stats about the calls received.

Hawaii Covering Kids	AUW 2-1-1 answers questions about eligibility guidelines and mails applications to callers, as well as helping connect callers to outreach workers who can help them with the application process.	July 1, 2012 – June 30, 2013	This contract has been active for over a decade.	AUW 2-1-1 provides Hawaii Covering Kids with weekly and quarterly reports about the number of calls received and the demographics of callers.

B. Facilities

Aloha United Way offices are located at 200 N. Vineyard Blvd at the corner of Aala and N. Vineyard Boulevard. The property, named The Castle & Cooke Community Center, encompasses two buildings and is owned by Aloha United Way. Office space not used by AUW is leased to a variety of tenants, including some of Aloha United Way's partner agencies. The building is ADA compliant and features the following:

- Accessible parking with designated Handicap spaces
- Power-assisted doors are available at main entrances to the buildings
- Accessible restrooms are located on each floor
- Two elevators that provide secure access to each level of the facility
- Compliance with architectural standards providing physical access as well as reasonable modifications to policies, practices and procedures, and effective communication with people with disabilities and other access requirements

The 2-1-1 Call Center is located on the 6th floor of the building and additional steps have been taken to ensure it is fully operational in the event of a natural or other disaster. These steps include:

- Installation of card-controlled doors
- Installation of a 16 camera close-circuit TV monitoring system (entire building has close-circuit system)
- Installation of a backup electrical generator (2-1-1 can continue operation if commercial power is interrupted)
- Addition of backup computer server capacity (2-1-1 Specialists can access the resource database if primary server is damaged or destroyed)

The 2-1-1 Information and Referral Line is also equipped to handle inquiries from individuals with disabilities and from those who do not speak English. Deaf and hard of hearing individuals can call 2-1-1 on its TTY line in order to facilitate communication with the 2-1-1 Specialists. Additionally, these individuals can utilize a newer technology that allows them to communicate with a professional interpreter who then calls the 2-1-1 line and passes along pertinent information to the 2-1-1 Specialist. 2-1-1 also utilizes a translation service so that when non-English speakers call the line looking for help, the 2-1-1 Specialist can have a translator on the line within 2-3 minutes. Finally, 2-1-1's resource directory is available online at www.auw211.org. AUW recognizes the importance of making sure that all residents have the ability to utilize 2-1-1.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The 2-1-1 program is led by a full-time Director, who supervises one full-time Program Assistant and two full-time Specialists (program total is 4FTEs). During 2012, these four full-time staff members received 29,278 calls to the 2-1-1 Information and Referral Line and provided callers with 40,377 referrals to programs and services in our community. In the event of a natural disaster or other community crisis, trained 2-1-1 volunteers and additional AUW staff members will be brought in to handle the anticipated increase in call volume and requests for services.

AUW's current 2-1-1 Director has served in this role since 2008 and has been employed by AUW since 2004. Before assuming the role of Director, he was a 2-1-1 Specialist in our call center. He has many years of customer service experience, and in supervising and training employees.

AUW's 2-1-1 Specialists have experience in customer service, human services, program coordination, intake and assessment, reporting, crisis response, case management and supportive counseling. They are knowledgeable about our local community and its resources and have developed strong relationships with a variety of community agencies. Combined, the two Specialists have worked for AUW for 13 years.

AUW's 2-1-1 Program Assistant has worked for Aloha United Way for 20 years and in her current role since 2011. Prior to her current role, she worked in AUW's Finance Department as an Accounting Clerk. Her background and experience includes word processing, bookkeeping, commercial lending and working as an Executive Assistant.

Daily supervision of 2-1-1 staff is led by the 2-1-1 Director and overseen by the VP of Community Impact. In addition to daily supervision, each employee also receives a formal performance evaluation by their immediate supervisor twice a year. These reviews allow supervisors to discuss employee strengths, opportunities for improvement, current performance and to set future performance goals. Training opportunities are included in each performance review and are often part of an employee's performance goals. Aloha United Way promotes professional excellence and encourages growth and self-improvement among all employees. AUW staff members regularly attend trainings put on by local agencies, funders, United Way Worldwide and a variety of other professional organizations.

B. Organization Chart

The 2-1-1 program operates as part of AUW's Community Impact Department. The 2-1-1 Information and Referral Line is under the direct supervision of the 2-1-1 Director. The 2-1-1 Director manages three employees –

1 Full-Time Program Assistant and 2 Full-Time 2-1-1 Specialists. Aloha United Way's VP of Community Impact provides oversight and supervision of the 2-1-1 Director, and of the program as a whole. Please see the attached organization chart for details.

VI. Other

A. Litigation

Not applicable.

B. Licensure or Accreditation

Aloha United Way is a local affiliate of United Way Worldwide (UWW), the leadership and support organization for the network of nearly 1,800 community-based United Ways in 45 countries and territories. AUW must meet the following requirements in order to maintain its status as a United Way Worldwide affiliate:

1. Recognition as tax exempt under Section 501 c 3 of the IRS tax code
2. Annual submission of completed Form 990 for review by UWW
3. Compliance with all other applicable legal local, state, and federal operating and reporting requirements (e.g., nondiscrimination)
4. Have an active, responsible, and voluntary governing body, which ensures effective governance over the policies and financial resources of the organization
5. Adhere to a locally developed and adopted statement to ensure volunteers and staff members broadly reflect the diversity of the community
6. Represent itself as a United Way in accordance with all United Way Worldwide trademark standards and requirements, including those contained in the licensing agreement
7. Adhere to (and submit for review annually) a locally developed and adopted code of ethics for volunteers and staff which includes provisions for ethical management, publicity, fundraising practices and full and fair disclosure
8. Have an annual audit conducted by an independent certified public accountant whose examination complies with generally accepted auditing standards and GAAP
9. Conduct and submit to United Way Worldwide every three years a volunteer led self-assessment of their community impact work, financial management, and organizational governance and decision-making
10. On an annual basis, report AUW campaign revenue and resources generated to UWW
11. Adhere to the following cost deduction standards on designations (agency transactions):
    a) fees charged will be based on actual expenses
    b) will not deduct fundraising or processing fees from designated gifts originating by or from another United Way organization

In addition, AUW's 2-1-1 Information and Referral program is accredited by the Alliance for Information & Referral Systems (AIRS), which sets standards for professional Information & Referral programs. Please see the attached "AIRS Standards for Professional Information & Referral and Quality Indicators" for details on the standards AUW's 2-1-1 program must adhere to.

Budget Forms

BUDGET REQUEST BY SOURCE OF FUNDS
(Period: July 1, 2013 to June 30, 2014)

Applicant: Aloha United Way

BUDGET CATEGORIES	Total State Funds Requested (a)	AUW (b)	FY14 Contract Revenue (c)	2-1-1 FY14 Program Budget (d)
A. PERSONNEL COST				
1. Salaries	59,470	58,950	3,369	121,789
2. Payroll Taxes & Assessments	0	11,924	0	11,924
3. Fringe Benefits	0	0	53,586	53,586
TOTAL PERSONNEL COST	**59,470**	**70,874**	**56,955**	**187,299**
B. OTHER CURRENT EXPENSES			0	
1. Airfare, Inter-Island	0	0		0
2. Insurance	5,182	0	0	5,182
3. Lease/Rental of Equipment	0	0	0	0
4. Lease/Rental of Space	0	0	0	0
5. Staff Training	423	658	0	1,081
6. Supplies	0	158	0	158
7. Telecommunication	21,041	0	0	21,041
8. Utilities	0	0	0	0
9. Internet Software Support Fees	13,884	0	0	13,884
10. Printing	0	183	0	183
11. AIRS Conference Travel	0	1,500	0	1,500
12. Auto Mileage	0	41	0	41
13. Postage	0	267	0	267
14. Payroll, Pension and Other HR Expenses	0	5,573	0	5,573
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	**40,530**	**8,380**	**0**	**48,910**
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	**100,000**	**79,254**	**56,955**	**236,209**

SOURCES OF FUNDING		Budget Prepared By:
(a) Total State Funds Requested	100,000	Bronwen Sellers 543-2214
(b) Aloha United Way	79,254	Name (Please type or print) Phone
c State Contracts	26,955	[redacted] 1/31/2013
(d) Hawaii Covering Kids Contract	30,000	Date
TOTAL BUDGET	**236,209**	Kim Gennaula, President/CPO Name and Title (Please type or print)

BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES

Applicant: Aloha United Way

Period: July 1, 2013 to June 30, 2014

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Director 211	1	$40,400	48.00%	$ 19,392.00
211 Program Assistant	1	$30,795	48.00%	$ 14,781.65
211 Specialist	1	$25,297	50.00%	$ 12,648.33
211 Specialist	1	$25,297	50.00%	$ 12,648.33
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
TOTAL:				59,470

JUSTIFICATION/COMMENTS:

Declaration Statement

DECLARATION STATEMENT OF APPLICANTS FOR GRANTS AND SUBSIDIES PURSUANT TO CHAPTER 42F, HAWAI'I REVISED STATUTES

The undersigned authorized representative of the applicant certifies the following:

1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawai'i Revised Statutes:

   a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;

   b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;

   c) Agrees not to use state funds for entertainment or lobbying activities; and

   d) Allows the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.

2) The applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:

   a) Is incorporated under the laws of the State; and

   b) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:

   a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and

   b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Aloha United Way
(Typed Name of Individual or Organization)

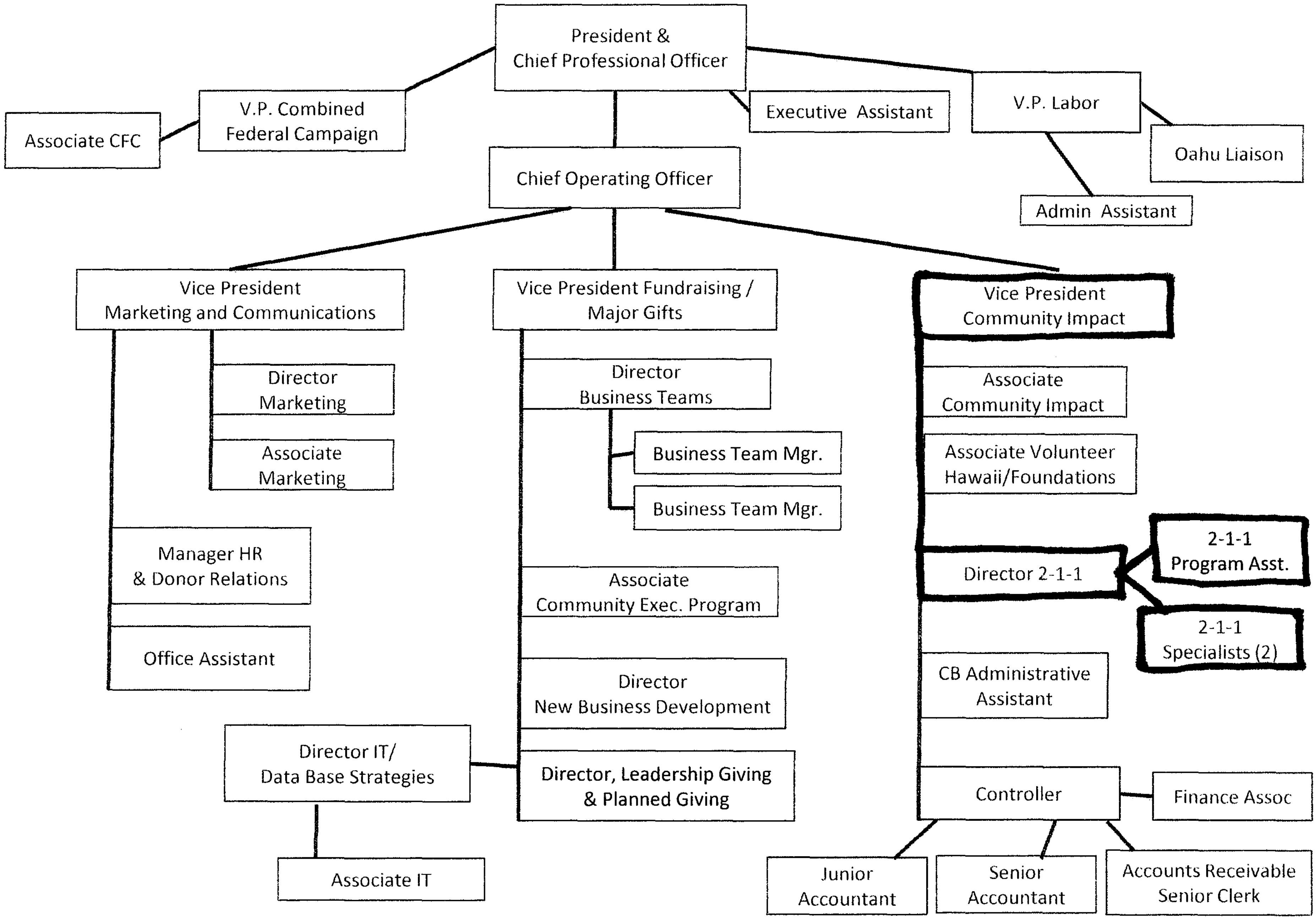
[redacted]

1/25/13
(Date)

Kim Gennaula
(Typed Name)

President/CPO
(Title)

Organizational Chart



President &
Chief Professional Officer
V.P. Combined
Federal Campaign
Associate CFC
Executive Assistant
V.P. Labor
Oahu Liaison
Admin Assistant
Chief Operating Officer
Vice President
Marketing and Communications
Director
Marketing
Associate
Marketing
Manager HR
& Donor Relations
Office Assistant
Vice President Fundraising /
Major Gifts
Director
Business Teams
Business Team Mgr.
Business Team Mgr.
Associate
Community Exec. Program
Director
New Business Development
Director, Leadership Giving
& Planned Giving
Director IT/
Data Base Strategies
Associate IT
Vice President
Community Impact
Associate
Community Impact
Associate Volunteer
Hawaii/Foundations
Director 2-1-1
2-1-1
Program Asst.
2-1-1
Specialists (2)
CB Administrative
Assistant
Controller
Finance Assoc
Junior
Accountant
Senior
Accountant
Accounts Receivable
Senior Clerk

AIRS Standards

AIRS STANDARDS FOR PROFESSIONAL INFORMATION & REFERRAL AND QUALITY INDICATORS

Bringing People and Services Together

Version 6.0
Revised January 2009

Published by:
Alliance of Information and Referral Systems

The Alliance of Information and Referral Systems (AIRS) 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."**

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ACKNOWLEDGMENTS

AIRS would like to thank members of the AIRS Standards Committee, under the leadership of chair Faed Hendry, for developing the 6th edition of the *Standards for Professional Information and Referral.*

As with previous editions, Georgia Sales of 211 LA County provided primary authorship and edited the many comments and suggestions that were submitted during the revision process.

AIRS also extends special thanks to the National Association of State Units on Aging (NASUA), for gathering feedback from the aging network; the American Association of Suicidology (AAS), for helping with review of the crisis standards; to Maribel Marin for information in her AIRS conference workshop on metrics: "Metrics for 211 Centers and Systems: Policy Dialogue with Maribel Marin, Executive Director, 211 LA County – CAIRS President," 29th I&R Annual Training and Education Conference, May 7, 2007; and to consultant Michael Hamm of Michael Hamm & Associates for his invaluable advice.

AIRS Board members, staff and other experts who participated in the Standards review and update of this 6th Edition include:

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PREFACE

The AIRS Standards Committee is pleased to release the 6th edition of the *Standards for Professional Information & Referral.* As the field of information and referral (I&R) has evolved and expanded, the standards have changed to reflect the current realities, practices and needs of the I&R field. The standards serve as an important foundation for both new and existing I&R services and, from the beginning, have formed the basis of two very important credentialing programs: individual certification and agency accreditation.

As with previous editions, these standards further promote the AIRS mission which is "*To provide leadership and support to our members to advance the capacity of a standards-driven Information and Referral industry that brings people and services together.*" This commitment is reflected with the addition of new standards in the area of Program Evaluation and Quality Assurance.

Quality indicators have been introduced that can be used to determine the degree of adherence to the standards and achievement of quality goals. The indicators are ideals that support and provide a framework for the Standards and replace the criteria that were listed in previous editions. Many of the quality indicators have been adopted as requirements for AIRS Accreditation and, in that context, represent practices that need to be in place to measure the level of quality being achieved by the I&R service.

The committee has worked to make these standards fair and reasonable, not overly burdensome, clear and easy to understand, non-discriminatory and applicable to multiple models of practice. And, very importantly, the process has included many opportunities for review, discussion and input by the field. The standards are based on the Basic Principles of I&R (also known as the I&R Bill of Rights) which states:

- ✓ The I&R service maintains accurate, comprehensive, unbiased information about the health and human services available in their community.
- ✓ The I&R service provides confidential and/or anonymous access to information.
- ✓ The I&R service provides assessment and assistance based on the inquirer's need(s).
- ✓ The I&R service provides barrier-free access to information.
- ✓ The I&R service recognizes the inquirer's right to self-determination.
- ✓ The I&R service provides an appropriate level of support in obtaining services.
- ✓ The I&R service assures that inquirers are empowered to the extent possible.
- ✓ The I&R service assures that inquirers have the opportunity to access the most appropriate I&R service available in the system.

The AIRS Standards Committee is proud to provide this edition for use by all those individuals and organizations in the field of I&R who seek to ensure that information and referral services are broadly available and effectively delivered.

INTRODUCTION

Many people experience transitions in their lives that place them in a position where they need help with emergency food or shelter, legal or financial assistance, affordable health care or other essential services. Whether the individual is well-educated or a high school dropout, financially secure or living in poverty, a long-time resident or a runaway new to a city, a staff person new to human services searching for resources for a client or a seasoned veteran confounded by changes in the service delivery landscape, negotiating the maze of human service providers can be a daunting challenge. Those who are most fortunate find their way to an information and referral (I&R) service and to the help they need.

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, I&R services facilitate long-range planning by tracking requests for service and identifying gaps and duplications in services. I&R services also work with other human services organizations to make them a better resource for their clients. Professional I&R specialists help people understand their problems and make informed decisions about possible solutions. They may advocate on behalf of those who need special support, and reinforce the individual's capacity for self-reliance and self-determination through education, affirmation, collaborative planning and problem solving. I&R services are a vital link bringing people and services together.

The purpose of these Standards is to establish reference points that define expected practices within the field and provide guidelines that communities or other jurisdictions can use when they develop an I&R program to meet the needs of their people. The standards are the foundation for AIRS Accreditation and provide an organizational context for certification of I&R and resource specialists through the AIRS Certified Information and Referral Specialist (CIRS), Certified Resource Specialist (CRS) and Certified Information and Referral Specialist Aging (CIRS-A) programs. They include fundamental requirements for all I&R services wanting to be accredited as well as recommendations regarding further enhancements of I&R operations for organizations currently positioned to implement them. Whether the I&R service is national or local in scope, comprehensive or specialized in nature, or offered in nonprofit, for-profit or government settings, these standards serve as indicators of service quality and effectiveness, aid in the development of new I&R services and can be used to upgrade established services.

The standards address all aspects of an I&R service's operation. 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 level, state or provincial, regional and national levels; include provisions for the socially responsible use of technology; and describe the role of information and referral services in times of disaster.

Of particular importance is the vision of information and referral as a coordinated system of service delivery that encourages cooperation, collaboration and responsible use of limited resources, a trend that began in the 1980's and intensified in the 1990's with the advent of the Internet and the ability to share electronic databases. The "Cooperative Relationships" section of the Standards, assigns to each I&R service the further responsibility of building or participating in an existing information and referral system to more effectively serve the community. It also addresses cooperation between and among national, regional, state or provincial and local I&R services; and development of cooperative working relationships within the local service delivery system.

The standards will be more applicable and relevant if the distinction between an I&R service and an I&R system is understood. An I&R service can be a public or private, for-profit or nonprofit organization. It also can be a clearly identifiable, administratively separate unit within a larger organization. Providers include private, nonprofit agencies; United Ways; Voluntary Action Centers; libraries; city, county and state or provincial offices; military Family Service/Support Centers; Area Agencies on Aging; child care resource and referral services; hospitals and employee assistance programs. Typically, the I&R service hires and trains a staff, develops a resource database, provides a service, maintains records and makes periodic reports.

The individual I&R service is the basic unit of the I&R system and each I&R service is part of the system. The system generally serves an area that is considered a logically defined community but may be broader in geographic scope. In a rural area it may consist of only a few organizations that provide information and referral. In a metropolitan area, it may include a diverse array of organizations, some of which may supply a very specialized type of I&R service (e.g., for people with disabilities or older adults), while others may provide a comprehensive range of assistance. The coordination of all I&R services and programs within a community and, where relevant, beyond, constitutes the I&R system.

The standards, when applied to an I&R system, treat each I&R service as part of the larger system. They outline each of the elements necessary for development of the system with the intent that every service will ensure that each of these elements (a resource database, data collection, data analysis, and provision of I&R services) is available to the community in a coordinated and integrated manner. The individual I&R service, however, may not be responsible for providing all program elements.

The overall goal of I&R services and I&R systems is to be able to deliver information that is needed to link inquirers with available and appropriate resources at the lowest cost without duplication of effort. This vision of service delivery involves collaboration in maintaining a classification system and resource database; collecting, analyzing and reporting inquirer data; training I&R staff and others in the community; publicizing the I&R system and each individual I&R service that is a part of the system; ensuring broad access to I&R services; providing information and referral to inquirers; providing advocacy, as needed; and following up with inquirers where possible.

In a community where only one I&R service operates, that service represents the entire I&R system and has the responsibility for meeting each of the standards. In larger communities where many I&R services typically operate, the group of services must coordinate to meet each of the standards.

I&R services will continue to be a vital link between people and services as we move further into the 21st century, and standards for assuring their quality will continue to be critical. I&R professionals, paraprofessionals and volunteers are encouraged to refer to this document and identify work roles and responsibilities and quality indicators. Boards and advisory committees are encouraged to develop long-range plans for service operation, promotion and evaluation based on the Standards. Funding sources may find that the Standards provide valuable background material for making decisions. Applying these Standards will help improve existing practices and will enable I&R services to participate fully in all I&R systems within their purview.

STANDARDS REVISION PROCESS

Adopted October 2004

It is important for AIRS to have a process for regularly reviewing and revising the *Standards for Professional Information & Referral* including the Standards themselves, associated quality indicators and interpretations of the Standards as reflected in the accreditation process and certification tests. In his book, *The Fundamentals of Accreditation*, Michael S. Hamm recommends that standards be reviewed at least annually and more frequently if major changes are taking place within the field, a situation that I&R is certainly experiencing with the rollout of 2-1-1.

A full review will be conducted at least every two years. The Standards Committee will convene a review team with representatives from the field with expertise.

There are a number of different types of changes that may be needed. These include:

- ✓ Modifications in the wording of the Standards or associated quality indicators to add clarification. The need for this type of update arises most frequently through difficulties I&R services may have during the Accreditation process.
- ✓ Elaboration on quality indicators already present in the Standards but currently in more general form. Example: The resource database standards now require that specified information be included in the database but there are no requirements regarding its structure. An elaboration of current contents may include additional standards/quality indicators to help improve database quality and consistency, e.g., required record structure, common tables, common stylistic conventions and adherence to established rules for using the Taxonomy.
- ✓ Addition of Standards that represent elevation of requirements already present as quality indicators. Sometimes a practice currently only mentioned at the quality indicator level is important enough that it needs to be a Standard in its own right with its own associated quality indicators.
- ✓ Addition of Standards not currently referenced in the document.

If AIRS develops a joint accreditation process with another organization, e.g., the American Association of Suicidology (AAS), or decides to have specialized accreditation programs similar to CIRS-A or the Canadian CIRS (e.g., for aging network programs), the Standards may need to have additional requirements related to the specialty.

It should be recognized that changes to standards, accreditation, and certification each have an impact on the others and should be addressed simultaneously.

The AIRS Standards recommends the following review process:

1. The Standards Committee will discuss the proposed addition, modification or deletion and determine whether and how to proceed. Criteria for making additions and changes to the Standards include the following:

   - ✓ Standards should reflect current I&R practice. If a new service delivery standard relating to a particular type of call is being proposed, for example, are these types of calls being handled by a significant number of I&R services?
   - ✓ Standards should be no more burdensome that they need to be in order to assure the desired outcome. We do not want to set the bar so high that only a few I&R services will be able to implement the Standard when a lesser requirement still constitutes quality service.
   - ✓ Standards should be adopted because they improve the quality and consistency of I&R services provided to individuals, families and communities. They also provide the framework for long-term service sustainability through improved governance, community collaborations and operational efficiencies.
   - ✓ Standards should 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.
   - ✓ Standards should be achievable by all I&R service providers.
   - ✓ Standards should be written in a form that is clear and easy to understand. New Standards should meet this objective. Current Standards that require excessive explanation should be revised.

2. If the decision regarding a proposed modification is to proceed, the Standards Committee will determine whether the change is simple enough to draft without additional input (e.g., a modification in wording) or whether expert advice is needed when developing a draft. If necessary, the Committee will designate a working group to draft the changed/new Standard and associated quality indicators.

3. The Committee will review the draft and suggest changes/additions. If experts were not involved in the drafting process, the Committee may ask for an expert review before finalizing the draft. If the decision is to deny the request, an explanation will be provided to the individual/committee originating the suggestion and a discussion regarding the decision can be held, if necessary.

4. The Committee will share a draft of the Standards with the full Board for comment. An interim review by the Executive Committee may be conducted at their request.

5. If a new Standard or a major change, the draft will be posted for review by the field. Instructions for providing feedback will also be included. It is important for AIRS to make every possible attempt to get maximum input into the development process. Mechanisms may include:

   ✓ Distribution via the AIRS Networker;
   ✓ Distribution via the 2-1-1 Discussion Group;
   ✓ Distribution to the AIRS Affiliates;
   ✓ Mailing to members;
   ✓ Article in the newsletter;
   ✓ Posting on the AIRS Web site;
   ✓ Discussion forums at AIRS and Affiliate conferences.

6. Incorporate feedback, finalize the changed/new Standard and update the *Standards* document to reflect the new material.

7. Ensure that training, technical assistance and tools on the competencies or other elements associated with the new requirement are made available to the field in conjunction with the adoption of the new standard. Provide training on the competencies or other elements associated with the new requirements.

8. Provide ample opportunity for implementation by I&R services.

9. Add the requirement to the AIRS Accreditation process and where relevant, to Certification processes. If there has been an implementation period, the new Standard can become a requirement immediately. If not, applicant organizations can initially be required to have a plan in place for implementation. Full implementation can become a requirement further down the road.

According to Mr. Hamm, six months to a year from start to finish is a reasonable timeframe for major changes to the Standards.

AIRS STANDARDS AND QUALITY INDICATORS

SERVICE DELIVERY

The Service Delivery standards describe the functions that are essential for providing information and referral and assuring access for all, including an individual assessment of need; information and/or referrals, as required; crisis intervention and advocacy, when warranted; and follow-up, as necessary. 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 I&R specialists.

Standard 1: Assessment and Referral Provision

The I&R service shall conduct an assessment in which the inquirer has one-to-one interaction with an I&R specialist. The assessment process consists of active listening and effective questioning to determine the needs of the inquirer, clarifying the need, identifying appropriate resources, selecting appropriate delivery mode(s), 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 shall engage in problem solving to help the inquirer identify alternative strategies.

Quality Indicators

1. The I&R service ensures through training and supervision that I&R specialists:

   - ✓ Identify themselves and their program per 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;
   - ✓ Make an accurate assessment of the inquirer's problems and needs asking pertinent questions to elicit information necessary for an accurate referral;
   - ✓ Explore whether there are specific preferences or requirements such as language needs, evening or weekend hours, low cost services, or disability access;
   - ✓ Present the inquirer with various approaches to addressing the problem that give them a range of options;

- ✓ Explore the inquirer's own resources (e.g., friends, family, faith-based community);
- ✓ Effectively utilize their 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 inquirers with a myriad of options;
- ✓ Suggest ways the inquirer can advocate for him or herself, when appropriate (empowerment);
- ✓ Encourage inquirers to call back if the information proves incorrect, inappropriate, or insufficient to link them with the needed service(s); and
- ✓ Accurately record the disposition of the inquiry for use in reports. Dispositions are:
    - Met needs, i.e., services are available and referral(s) are provided or assistance without referrals is made available; and
    - Unmet needs, i.e., situations where no services are available. A pattern of individual unmet needs may lead to identification of service gaps at the service delivery system level.

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 physical access for people with disabilities if the I&R service assists inquirers at its facility.

3. The I&R service ensures that staffing is structured to meet the needs of callers, i.e., that the optimum number of staff are available at the times most inquiries occur.

4. The I&R service makes every effort to ensure that its telephone service is accessible from all telecommunications devices (e.g. wireless, competitive local exchanges) within its coverage area.

5. The I&R service is expected to provide information to the community 24 hours per day, year round. The I&R service provides live answer during operating hours and offers live answer options via a detailed message after hours. Live answer is provided directly by its own staff or by another agency with which the I&R service has a formal, written agreement.

6. When there is a clear expectation on the part of the public that the I&R service is available on a 24-hour basis, year round (as is the case with formal crisis intervention services and 2-1-1 services), the I&R service ensures that there is live answer that is seamless to the inquirer, either by its own staff or by another agency with whom it has a formal, written agreement.

7. I&R services that have a formal, written agreement with another organization to provide 24-hour coverage ensure that the organization meets all AIRS Service Delivery and Resource Database standards and quality indicators.

8. The I&R service provides its core telephone service at no cost to the inquirer other than through the methods by which normal phone coverage is purchased (e.g., cell phone minutes, landline fees, pay phone charges). Toll-free access is provided to people living within the area served by the I&R.

9. The I&R service has a policy to ensure that the confidentiality of inquirers is preserved and has agreement forms that staff and others with access to confidential information sign to document their compliance. Identifying information about inquirers, their requests and the information given to them are not communicated to others unless:

   ✓ 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; or
   ✓ 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.

Standard 2: Information Provision

The I&R service shall provide information to an 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 a detailed description of community service systems (such as explaining how intake works for a particular agency), agency policies, and procedures for application. Active listening is necessary to establish a positive contact with the inquirer, understand context and provide an appropriate response.

Quality Indicators

1. The I&R service clarifies the inquirer's initial request for information because information requests do not always accurately reflect the inquirer's actual needs and there may be an underlying or unstated problem.

2. Information is accurate and pertinent to the request of the inquirer.

3. The I&R service encourages re-contact by the inquirer if the initial information proves to be incorrect, inappropriate or insufficient to link the individual with needed services.

4. The I&R service accurately records the nature (disposition) of the inquiry, the problems/needs addressed by the inquiry if confirmed and, if applicable, the organization discussed in the course of the inquiry, for use in reports. Dispositions are:

   - ✓ Met needs, i.e., information is made available (assistance without referrals); and
   - ✓ Unmet needs, i.e., information cannot be located and provided.

Standard 3: Inquirer Advocacy

The I&R service shall offer advocacy, when necessary, to ensure that people receive the benefits and services for which they are eligible. Inquirer advocacy efforts seek 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 shall be consistent with written policies established by the governing body of the I&R service and shall proceed only with the permission of the inquirer.

Quality Indicators

1. The I&R service has an advocacy policy that describes the circumstances under which 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, when necessary, on behalf of individuals to help them establish eligibility for or obtain needed services.

3. When warranted, the I&R service makes one or more additional calls or takes other actions on the inquirer's behalf and uses an appropriate advocacy mechanism to make sure inquirers get the information and/or help they need.

4. The I&R service refers to an organization that specializes in providing advocacy in situations where the level of advocacy required by the inquirer exceeds the limits of the I&R service's advocacy policy or an effective use of its own resources.

5. The I&R service records the fact that advocacy was conducted for use in reports.

Standard 4: Crisis Intervention

The I&R service shall be 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 is assistance for individuals threatening suicide, homicide or assault; suicide survivors; victims of domestic abuse or other forms of violence, child abuse/neglect or elder/dependent adult abuse/neglect; sexual assault survivors; runaway youth; people experiencing a psychiatric emergency; chemically dependent people in crisis; survivors of a traumatic death; and others in distress.

Quality Indicators

1. The I&R service has written crisis intervention policies and procedures that provide call handling protocols for specific types of emergencies. Included are lethality assessment procedures, protective measures relating to inquiries from individuals in endangerment situations, protocols that address inquirers who wish to remain anonymous yet require rescue and the organization's crisis protocols.

2. If the I&R service does not itself provide a formal crisis intervention service, it has a prearranged agreement and documented protocol with an appropriate crisis center that does.

3. The I&R service ensures through training and supervision that I&R specialists have the skills to recognize when an inquirer is experiencing a crisis, and that they determine whether the individual is in immediate danger and take steps to ensure that s/he is safe before continuing with an assessment. In assault and sexual assault cases, for example, the specialist ensures that the assailant has left the vicinity and determines whether the individual needs emergency medical treatment. In domestic violence situations, the specialist ensures that the abusive person is not present and threatening the inquirer. The specialist follows the I&R service's protocol for when to access 911 or other emergency rescue services.

4. The I&R service ensures through training and supervision that I&R specialists have the intervention skills to:

   - ✓ De-escalate and stabilize the individual and help him/her remain calm;
   - ✓ Help the inquirer talk about and work through his/her feelings as part of the assessment and problem solving stages of the interview; and
   - ✓ Keep the inquirer on the telephone pending referral or rescue.

5. The I&R service ensures through training and supervision that I&R specialists have the skills to 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; and to recognize when an inquirer is in immediate need of intervention (e.g., when a person is in medical crisis due to alcohol or drug intoxication, has taken steps to end his or her life, is experiencing violence or is experiencing a psychiatric emergency). When warranted, staff follow the I&R service's rescue protocol for when to access 911 or other emergency personnel to intervene. In these circumstances, inquirer safety overrides confidentiality concerns.

6. In cases of suspected child abuse or elder abuse, the I&R service understands the agency's responsibilities under the prevailing legislation of the jurisdiction regarding mandatory reporting and completes a report when indicated.

7. In situations involving suicide or homicide, the I&R service understands the circumstances under which a lethality assessment[1] is required and conducts an appropriate assessment when necessary. Lethality assessments are recorded in writing and include a description of specific actions taken in response to the situation.

8. In cases of domestic violence and other endangerment situations, the I&R service takes special precautions to safeguard the inquirer's identity and all aspects of their conversation.

9. The I&R service utilizes a variety of means to support their ability to conduct rescue services including Caller ID or a call tracing arrangement with the telephone company or the appropriate 911 service. At a minimum, there is a separate telephone or a separate external line that is available for initiating rescue procedures without interrupting the crisis call. The specialist follows the I&R service's protocol for addressing inquirers who wish to remain anonymous yet require rescue.

10. When feasible, the I&R service connects inquirers in crisis situations to a formal crisis intervention service in their community for assistance and support once the inquirer's immediate, short-term needs have been assessed. The connection is made by direct transfer, when possible, and the specialist follows the protocol established by agreement with the crisis center.

11. The I&R service records the fact that crisis intervention was provided for use in reports.

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[1] A lethality assessment is 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 committing suicide by swallowing pills, slashing their wrists? 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 event – the next few minutes or hours or longer? Has the individual had psychiatric help in the past? Are there other risk indicators such depression, hopelessness, feelings of isolation, intoxication, significant recent loss?

Standard 5: Follow-Up

The I&R service shall have a policy that addresses the conditions under which follow-up must be conducted. The policy shall mandate follow-up, when feasible, with inquirers in endangerment situations and in situations where the specialist believes that inquirers do not have the necessary capacity to follow through and resolve their problems. Additional assistance in locating or accessing services may be necessary.

Quality Indicators

1. The primary purpose of follow-up is for the benefit of inquirers to see if their needs were met.

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

3. The follow-up policy of the I&R service includes examples of situations in which follow-up should normally occur. These may include:

   - ✓ Vulnerable households that are without heat during the winter.
   - ✓ Older adults having trouble expressing their needs.
   - ✓ Families with young children needing food.
   - ✓ Individuals with disabilities who have received an eviction order.
   - ✓ People with no health insurance who need health care.
   - ✓ Individuals needing emergency shelter.
   - ✓ Individuals needing detoxification or withdrawal management.

4. Follow-up consists of successfully contacting the inquirer to find out if their need was met and if not, the reasons why not. Follow-up is generally conducted within one to three days of the original inquiry in cases of endangerment and within 7-14 days in other situations.

5. If the inquirer has not received services or the need has not been met, the I&R service determines whether there is still a need and makes additional appropriate referrals. The I&R service also determines whether the inquirer has additional, new needs and makes appropriate referrals prior to completing the contact.

6. The I&R service documents the follow-up results (whether service was received or there was an unmet need) for use in reports.

7. Information gathered during follow-up relating to elements in the resource database is verified and used to update resource database information that may be incorrect.

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

Standard 6: Additional Channels for Access

The I&R service shall provide access to community resource information in a variety of ways that include supported access through an I&R specialist and options for independent access by end users.

Quality Indicators

1. The I&R service makes all or a portion of its resource database available on the Internet at no cost and in a format that allows searching by organization and program name; Taxonomy and/or Taxonomy-related keywords; geographic location and service area. Database record displays provide all of the contextual information needed for the inquirer to make an informed choice.

2. The I&R service makes its information and/or services available to the community in a variety of other ways. The I&R service may:

   - ✓ Establish a presence at community facilities where inquirers are helped face-to-face;
   - ✓ Participate in local case management collaboratives;
   - ✓ Compile and distribute a directory of services in print or electronic format;
   - ✓ Make copies of its database and software available to other organizations that provide information and/or referrals (e.g. on a CD);
   - ✓ Allow the public to access the I&R service by e-mail or Instant Messaging;
   - ✓ Provide menu-driven recorded voice information about key resources and community information; and/or
   - ✓ Allow the public to visit the I&R facility to use the resource database or make its information about community resources available through community-based kiosks or other similar gateways.

3. If the I&R service provides access via e-mail, text messaging, voicemail or other alternative access methods, it has defined and published guidelines regarding the timeliness for response.

4. In cases where resource database information can be accessed independently (e.g., via the Internet, an information kiosk or another source), information about how to contact an I&R specialist by telephone or e-mail for additional assistance is made available.

5. The I&R service uses technology that improves access to service and enhances its ability to serve inquirers efficiently and effectively while preserving the level and quality of its core services. The main role of

technology is to enhance or strengthen person-to-person contact, not to reduce or discourage such contact or make it more difficult. "Technology" includes telephone systems, telephony, telecommunications, e-mail, online chat, 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.

- ✓ The I&R service develops strategies and procedures to ensure that all inquirers receive comparable benefit, either directly or indirectly, from the use of technology. It evaluates the pros and cons of a particular piece of technology prior to implementation to assure that one group of inquirers does not benefit while the needs of other groups are ignored.

- ✓ If the I&R service uses telephone technology that allows for the collection of identifying information about an inquirer without his or her explicit permission, it has policies and procedures that protect the inquirer's right to privacy and anonymity while preserving the I&R specialist's ability to provide for the individual's safety should personal identification become necessary.

- ✓ If the I&R service provides resource information through an automated attendant (a menu-driven telephone system), it has procedures to encourage inquirers to transfer to an I&R specialist if consultation and guidance are required. Inquirers are able to make the transfer without having to make another call.

RESOURCE DATABASE

The Resource Database standards require that the I&R service develop, maintain, use and disseminate an accurate, up-to-date resource database that contains information about available community resources including details about the services they provide and the conditions under which services are available. The database includes resources that support the inquirer's right to accurate, 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 database is maintained by trained resource specialists.

Standard 7: Inclusion/Exclusion Criteria

To ensure that the needs of the community are met, the I&R service shall develop criteria for the inclusion or exclusion of agencies and programs in the resource database. These criteria shall be uniformly applied and published so that staff and the public are aware of the scope and limitations of the database.

Quality Indicators

1. The I&R service has a policy that describes inclusion/exclusion criteria for the resource database.

   ✓ If the I&R service is comprehensive, the inclusion/exclusion criteria address the human services needs of all groups in the community; include government, nonprofit and critical for-profit organizations; and may include other for-profit organizations and entities such as support groups that are not incorporated as organizations.

   ✓ If the I&R service is specialized, the inclusion/exclusion criteria adequately address the needs of its target population and have referral points for the types of services that are excluded.

   ✓ If the I&R service includes political cause and issue-oriented action groups in its resource database, the policy mandates that it strive for balance, i.e., that it include organizations that represent all sides of the issue.

2. The I&R service reviews the inclusion/exclusion criteria on a regular basis (at a minimum, every three years) to ensure that they continue to meet the changing needs of the community.

3. If the I&R service charges a fee for the inclusion of organizations in its database, that practice is published as a part of its inclusion/exclusion criteria.

Standard 8: Data Elements[2]

The resource database shall contain standardized information about organizations that meet criteria for inclusion, the services provided by each organization, and the locations (sites) where those services are available. The standardized entry must contain all required data elements, where applicable (e.g., a mailing address is included if one exists). However, the specific data elements that are seen by a particular group of users (e.g., resource specialists, I&R specialists, the general public) may vary.

Quality Indicators

1. AGENCY / MAIN SITE Data Elements

Required

[2] For further information about data elements, please refer to the Glossary of Terms.

- ✓ Unique ID Number
- ✓ Record Ownership Code
- ✓ Agency Name
- ✓ AKA (Also Known As) Names
- ✓ Street/Physical Address
- ✓ Mailing Address
- ✓ Web Site(s)/URL(s)
- ✓ E-mail Address(es)
- ✓ Phone Number(s) including extensions, Phone Types (e.g., Voice, TTY/TDD), and Phone Functions (Administration, Intake).
- ✓ Agency Description: A brief narrative describing the agency's main purpose or role.
- ✓ Main Site Description
- ✓ Administrative Hours/Days of Operation
- ✓ Legal Status
- ✓ Date of Last Complete Update
- ✓ Date of Last Interim Modification/Partial Update
- ✓ Contact for Updating Purposes

<u>Recommended</u>

- ✓ Name and Title of the Director or Administrator
- ✓ Federal Employer Identification Number (EIN/FEIN).
- ✓ Year of Incorporation
- ✓ Licenses or Accreditations
- ✓ IRS Status
- ✓ Travel Information
- ✓ Physical Access
- ✓ Other Addresses

2. ADDITIONAL SITES (LOCATIONS/BRANCHES) Data Elements

<u>Required</u>

- ✓ Unique ID Number
- ✓ Site Name
- ✓ AKA Names (Also Known As)
- ✓ Street/Physical Address
- ✓ Mailing Address
- ✓ Phone Number(s) including extensions, Phone Types (e.g., Voice, TTY/TDD), and Phone Functions (Administration, Intake)
- ✓ Site Description

<u>Recommended</u>

- ✓ Travel Information
- ✓ Physical Access
- ✓ Other Addresses
- ✓ Web site(s)/URL(s)
- ✓ E-mail Address(es)
- ✓ Administrative Hours/Days of Operation

- ✓ Name and Title of the Site Manager

3. **SERVICE / SERVICE GROUP AND SERVICE SITE Data Elements:**
NOTE: many of the data elements below may be applicable to the service group, the service site or both, depending on the structures represented in the software selected and the decisions made by the I&R service. Exceptions are so noted in Glossary definitions.

Required

- ✓ Unique ID Number for the Service Group
- ✓ Unique ID Number for the Service Site
- ✓ Program Name(s) for the Service Group
- ✓ AKA (Also Known As) Names for Program Names
- ✓ Service Group Name
- ✓ Service Group Description
- ✓ Phone Number(s) including extensions, Phone Types (e.g., Voice, TTY/TDD), and Phone Functions (Administration, Intake) for specific services in the service group
- ✓ Eligibility
- ✓ Target Populations
- ✓ Geographic Area Served
- ✓ Documents Required
- ✓ Application/Intake Process
- ✓ Fee Structure
- ✓ Languages other than English
- ✓ Hours of Service
- ✓ Taxonomy Term(s)

Recommended

- ✓ Web site(s)/URL(s)
- ✓ E-mail Address(es)
- ✓ Title of the Service Contact Person
- ✓ Service Capacity and Type
- ✓ Method of Payment Accepted

Standard 9: Classification System/Taxonomy

The I&R service shall use the AIRS/211 LA County Taxonomy of Human Services (formally titled A *Taxonomy of Human Services: A Conceptual Framework with Standardized Terminology and Definitions for the Field*) 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. Additional classification structures such as keywords may supplement the Taxonomy, but must be connected to the Taxonomy rather than functioning as independent indexing systems.

Quality Indicators

1. The I&R service customizes the AIRS/211 LA County Taxonomy to adapt it to the community's size, nature, and organizational needs; and documents the customization rules to ensure ongoing consistency in customization decisions. These adaptations are made using nationally recognized principles for customization so as not to change the basic structure of the Taxonomy or the related service definitions. Customization can be "high tech" (accomplished using a software utility) or "low tech" (e.g., the I&R service develops an abbreviated outline of terms that is used to guide indexing decisions).

2. Local modifications are reported to the AIRS/211 LA County Taxonomy editor to consider for inclusion in the master system.

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

4. The structure and contents of the Taxonomy are constantly changing in response to changes in the services it encompasses. The I&R service has procedures in place to update and integrate Taxonomy additions and changes according to a regular schedule, and completely updates their version of the Taxonomy at least once every 18 months.

5. The I&R service uses I&R software that supports the AIRS/211 LA County Taxonomy of Human Services and the functionality needed for the Taxonomy to meet the needs of I&R staff. This functionality includes incorporating the complete field structure of a Taxonomy record (including definitions, use references, see also references and related concepts), the ability to search and display Taxonomy records in a variety of ways, and the ability to customize the Taxonomy to meet internal needs[3].

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[3] The AIRS Taxonomy Committee has developed a guide that details the preferred criteria for the operation of the Taxonomy within I&R database software. It is available in the Library section of the **www.211taxonomy.org** Web site.

Standard 10: Content Management and Indexing

The I&R service shall ensure through training, database management procedures and supervision that resource specialists organize information about organizations into database records that accurately and concisely reflect the agency, its locations and its services/programs; index the services provided by each organization using the AIRS/211 LA County Taxonomy of Human Services in accordance with recognized and consistently applied practices; and assign other search keys in a way that accurately reflects the conditions under which services are available.

Quality Indicators

1. The I&R service ensures through training and supervision that resource specialists 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; and how these organizations and the sectors they represent relate to one another and the people they serve.

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

   ✓ Conduct an evaluation to determine whether new agencies meet established inclusion criteria, correctly apply the criteria in selecting agencies to be included, and follow established notification procedures when an agency that has requested inclusion does not meet the criteria.

   ✓ Appropriately utilize material submitted by the agency or gathered elsewhere (e.g., Web site, questionnaire, pamphlets, newspaper articles, telephone books) to develop an understanding of the agency, its locations and its services/programs; document source material that is not in printed form; and verify all information with the agency before incorporating it into an entry.

   ✓ When an interview is required, identify the appropriate contact person in each agency, ask clarifying questions in a concise manner, document the key answers and are courteous and professional throughout the call.

3. Resource specialists develop clear rules for structuring agency entries into agency, site and service components (or other components permitted by the software) and follow the rules consistently. When dealing with complex or multi-site agencies, they correctly identify the principle unit of the agency and configure the entry or series of entries to accurately reflect the structure of the organization.

4. Resource specialists follow the organization's documented practices when structuring agency, program and site names. There are clear rules for government agencies, agencies whose names begin the "The" or "A", and other specifics, and these internal rules are followed.

5. Resource specialists identify and accurately enter all known AKA (also known as) names for agencies, sites and programs.

6. Resource specialists use program names and service group names properly.

7. Resource specialists ensure that address information is entered consistently to facilitate geographic location searches.

8. Resource specialists 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 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 and secondary services and describe the relationship between them.
   - ✓ Clearly and correctly distinguish eligibility criteria for services and target populations served.
   - ✓ Correctly distinguish between the area in which the agency is located and the area the agency serves, and accurately reflect the geographic area served.
   - ✓ 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.

9. Resource specialists develop rules for indexing database records using the AIRS/211 LA County Taxonomy of Human Services, and consistently apply the rules when indexing. They:

   - ✓ Index all relevant services.
   - ✓ Choose Taxonomy terms within their customized list that accurately reflect the type of service.
   - ✓ Choose Taxonomy terms within their customized list that accurately reflect targets for service, when applicable.
   - ✓ Use target terms to modify service terms, never as stand alone concepts representing a service.
   - ✓ Consistently use the same Taxonomy terms to index the same services and the same target populations.
   - ✓ Avoid using terms from multiple levels on the same Taxonomy branch.

- ✓ Avoid "double indexing", i.e., avoid selecting more than one term for the same service "just to make sure" that people can find it.
- ✓ Only index primary services.
- ✓ Avoid indexing secondary, ancillary, phantom and indirect services.

10. Resource specialists analyze the needs of their community, develop customized filtering capabilities that reflect those needs, establish rules for organizing database records using search keys (such as geographic area served, age, gender and languages) that are used for filtering purposes, and consistently apply the rules when entering database information. They:

- ✓ Understand the structure of geographic search options within their software and accurately reflect the service area for particular services 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.

11. Resource specialists consistently use data fields the same way. For example, the service description and eligibility requirements/exclusions are always found in the same place.

12. Resource specialists thoroughly proofread their work and eliminate spelling and grammatical errors.

<u>Standard 11: Database Search Methods</u>

Information in the resource database shall be accessible in ways that support the I&R process including search and retrieval by organization, site and program name and by the type of service available. It shall be possible to narrow service searches by target population, geographic area served, proximity to the inquirer's location and other filters such as age, gender or languages that are relevant in a particular community.

Quality Indicators

1. Information in the resource database is retrievable by the following:

- ✓ Organization, site and program name and related AKAs;
- ✓ Services provided (using Taxonomy service terms including use references and see also references);
- ✓ Target population served, where applicable;
- ✓ Area served.

2. The I&R service has considered the types of other filters that may be relevant in their community and permits searches using those parameters, e.g., age, gender, languages.

Standard 12: Database Maintenance

The resource database shall be updated through continual revision at intervals sufficiently frequent to ensure accuracy of information and comprehensiveness of its contents.

Quality Indicators

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

2. The I&R service ensures that there are an adequate number of resource specialists to properly maintain the resource database in accordance with local inclusion/exclusion criteria and the AIRS Standards.

3. In order to collect information/data elements uniformly across organizations, the I&R service develops and utilizes a standardized profile ("survey") for new organizations to be included in the resource database.

4. In order to structure information in a consistent, accessible, user-friendly way, the I&R service develops and utilizes a style guide that establishes rules for structuring, writing and indexing resource database records; and ensures that information within database records is clear, concise, consistent and relevant.

5. The I&R service has a documented process for updating the resource database either annually or on a continuing basis throughout the year that involves multiple attempts to achieve a 100% update rate within a 12-month cycle. There is a mechanism in place 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). Information that cannot be verified is considered for removal from the database. The I&R service specifies a target for the percentage of returned surveys and associated responses that is required.

6. Documented procedures are in place for integrating interim information changes.

7. Documented procedures are in place for identifying new agencies, acquiring required information about them and, upon inclusion in the database, verification by the agency.

8. Update verification procedures are in place to ensure accuracy including the name of the individual authorizing the update and the date of authorization. Changes and additions submitted by staff in the agency being surveyed or I&R specialists reporting a change are verified by a resource specialist prior to posting. Update records are retained until a more recent version is

received.

9. 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, subject to confidentiality issues.

10. The I&R service safeguards its resource database through duplication or regular computerized back-up. The back-up database is kept in a secure, off-site location where it will be protected from destruction or theft.

REPORTS AND MEASURES

The delivery of I&R services generates valuable information about the problems/needs of a community and the availability of resources to meet those needs. The Reports and Measures standards describe requirements for the collection of inquirer data, the analysis of that data and its dissemination within the community as well as the collection and utilization of information that can be used to manage and continuously improve the service delivery process.

Standard 13: Inquirer Data Collection

The I&R service shall establish and use a secure, computerized system for collecting and organizing inquirer data and related management information that facilitate appropriate referrals and provide a basis for describing requests for service and unmet needs, identifying service gaps and overlaps, assisting with needs assessments, supporting the development of products, identifying issues for staff training and facilitating the expansion of the resource database. Inquirer data includes information gathered during follow-up and customer satisfaction/quality assurance calls as well as that acquired during the original contact. The primary goal of data collection is to garner enough information about inquirers to help them address and/or resolve their problems. Inquirer data must always be made available in aggregated form to protect the confidentiality of individual inquirers.

Quality Indicators

1. The I&R service has a defined set of inquirer data elements that are used for reporting purposes and recognizes that inquirers have the right to withhold information.

2. Data collected for I&R service analysis and reporting purposes are based on I&R agency policy and local, state/provincial and/or national requirements.

3. Inquirer data collection and reporting activities facilitate the analyses needed to support:

- ✓ The human service needs of inquirers;
- ✓ Management information needs (e.g., planning for staffing);
- ✓ Community needs assessment;
- ✓ Community planning;
- ✓ Allocation of funding; and
- ✓ Research.

4. The data collected provide enough information about inquirers' needs to identify:

- ✓ Service requests;
- ✓ Unmet needs (gathered through the original contact, follow-up and customer satisfaction/quality assurance surveys);
- ✓ Trends in community service provision and/or gaps in service;
- ✓ Demographic data; and
- ✓ Profiles of inquirers served (aggregate data only).

5. Data collected for reporting purposes may include:

- ✓ Total number of incoming contacts/inquiries by phone (incoming calls) recorded by the phone system and answered by the I&R specialist. These can be <u>non-transaction calls</u> (calls answered by the I&R specialist that are hang-ups, wrong numbers, personal calls, call backs regarding advocacy or other requested information or other situations where there is no productive conversation between the I&R specialist and the inquirer and no assistance provided); or <u>transaction calls</u> (calls in which problems are addressed and within problems, the type of service provided by the specialist: information, assessment and referral, advocacy, crisis intervention).

- ✓ 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.
    - Face-to-face contacts (walk-ins or I&R interactions in other settings such as community facilities).
    - E-mail contacts.
    - Voicemail contacts.
    - IM contacts.
    - Text message contacts.
    - Regular mail contacts.

- ✓ The total number and types of problems/needs presented by inquirers. Some organizations also distinguish the number of individuals represented within each inquiry and the problems/needs presented by each.

- ✓ Geographic and demographic profiles of inquirers (e.g., who is calling and where they are calling from).

- ✓ The organizations discussed during the course of an inquiry or to which referrals were made.

6. The I&R service may also collect information about other types of I&R activities, in addition to I&R inquiries, but those figures should not be added to the contact/inquiry total. Included are:

- ✓ Web site 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.

7. The I&R service has a policy describing security precautions that protect and maintain as confidential data collection forms and inquirer information. The security system conforms to all applicable statutes and includes provisions for the storage, retrieval, use and ultimate disposition of records. Unless the I&R service is involved in a cooperative service delivery arrangement in which client records are shared, those outside the I&R service see only aggregated data.

8. The I&R service safeguards inquirer data through duplication or regular computerized back-up. The back-up database is kept in a secure, off-site location where it will be protected from destruction or theft.

9. To support management information needs, the I&R service has a method for tracking call volume, average speed of answer, abandoned calls, average call handling time and incoming call patterns.

Standard 14: Data Analysis and Reporting

The I&R service shall utilize inquirer data and/or data from the resource database to support community planning activities (or planning at other levels), internal analysis for management purposes and system advocacy.

Quality Indicators

1. The I&R service creates reports that display aggregated inquiry information in ways that are useful to themselves and community partners.

2. The I&R service creates reports that are used internally to assess operational effectiveness, enhance decision making, improve accountability, set meaningful goals and strategic objectives and articulate outcomes in key areas of its operation. Standardized measurements are used to evaluate the effectiveness of the organization's planning efforts, target the allocation of staff and other resources, improve performance against operational targets and take other steps to achieve success in the areas of service delivery, resource database management, inquirer data collection and community reporting, cooperative relationships, disaster preparedness and other aspects of its operation.

3. The I&R service creates reports that can be used for system advocacy, i.e., support for changes in community conditions, structures or institutions when modifications in the service delivery system are required to ensure the adequate availability of essential community services. System advocacy mechanisms include:

    - ✓ Letter writing campaigns;
    - ✓ Visits to political representatives;
    - ✓ Testimony at public hearings;
    - ✓ Holding press conferences;
    - ✓ Writing articles or letters to local newspapers;
    - ✓ Offering interviews to local radio and television stations;
    - ✓ Offering services as a knowledgeable public speaker;
    - ✓ Mobilizing concerned members of the public; and
    - ✓ Working through coalitions or associations to advance a cause.

COOPERATIVE RELATIONSHIPS

An I&R service must work in a collaborative fashion with other I&R services at local, regional, state/provincial and national levels while also participating within the broader service delivery system in their community. The Cooperative Relationships standards focus on the responsibilities of the I&R service to establish meaningful cooperative relationships at all relevant levels.

Standard 15: Cooperative Relationships Within the I&R System

In communities that have comprehensive and specialized I&R providers, the I&R service shall develop cooperative 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) shall 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 that 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; and
   - ✓ Participates in decision making that addresses community-wide I&R issues.

2. The I&R service encourages and participates in cooperative planning, implementation of shared policies, and advocacy for sustained funding for I&R.

3. The I&R service coordinates its service delivery to avoid duplication of effort and encourage service integration.

   - ✓ I&R services cooperate with one another to make information and referral broadly available to all inquirers;
   - ✓ Comprehensive and specialized I&R services develop and define their working relationships and document them in written form. At a minimum, I&R services have written agreements with the comprehensive I&R service, the child care resource and referral agency, the aging I&R/A agency, aging and disability resource centers (ADRCs), the crisis

intervention service, 911 and 311 services, agencies that provide for volunteer and donation management, other organizations with clearinghouse functions and the military family service/support center.

- ✓ The I&R service encourages cooperative service arrangements such as after-hours coverage, linked telephone systems and linked Web sites.
- ✓ The I&R service explores innovative methods of delivering I&R services.

4. The I&R service endeavors to participate in database collaboratives as a means of avoiding duplication of database maintenance activities and achieving broader and deeper coverage of different types of community resources.

5. The I&R service works cooperatively to identify changing community needs and to respond to those needs in a timely and appropriate fashion. Cooperation is regular and frequent to ensure that there is an immediate and effective response to:

   - ✓ Sudden changes in community conditions (e.g., layoffs in a particular industry or a community-wide disaster) that may require special outreach efforts or other forms of collaborative response;
   - ✓ Changes in legislation; and
   - ✓ New information relative to the area served that needs to be incorporated.

6. The I&R service participates in community-wide data collection, analysis and reporting activities. A comprehensive I&R service, for example, can combine its inquirer data with that collected by specialized I&R programs to provide a more comprehensive picture of service requests throughout the system; or a comprehensive, specialized or 2-1-1 service may contribute its data for inclusion in a statewide/province-wide data report.

7. The I&R service strives to maximize the resources available to the I&R system as a whole by coordinating supportive functions such as public relations, marketing, and staff training; and by implementing cooperative administrative procedures where possible.

8. The I&R service communicates with other I&R services concerning promotional, marketing or communication efforts that might affect other I&R services either within the same media market or adjoining media markets if there is a reasonable assumption that the public might inadvertently be confused.

Standard 16: Cooperative Relationships With Service Providers

The I&R service shall strive to develop cooperative working relationships with local human service providers to build an integrated service delivery system that ensures broad access to community services, maximizes the utilization 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 level programs) shall strive to develop similar working relationships within the area they serve.

Quality Indicators

1. The I&R service explores opportunities for joint service delivery with service providers, e.g., participation in case management collaboratives.

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 recovery, homelessness, welfare reform, managed health care and one-stop co-located human services.

3. The I&R service encourages collaborating service providers to participate in community-wide data collection, analysis and reporting activities.

DISASTER[4] PREPAREDNESS

The Disaster Preparedness standards describe the requirements an I&R service must meet in order to connect people to critical resources in times of disaster. The I&R service is prepared to assess and provide referrals for inquirers who are experiencing a crisis due to a disaster of natural or human origin, 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 business contingency plan that enables the I&R service to continue to provide services if its building is damaged or destroyed; and to support its ability to effectively accumulate and disseminate accurate disaster-related information, provide information and referral assistance for individuals impacted by a disaster and provide community reports regarding inquirer needs and referrals.

[4] "Disaster" is defined as a large-scale emergency that disrupts the normal functioning of a community.

Standard 17: Emergency Operations and Business Contingency Plan

The I&R service shall have a written emergency operations and business contingency plan that specifically addresses disasters common to the area, but one that also prepares for emergencies in general. The plan shall reference emergency preparedness and mitigation activities such as structural alterations and changes in business operations; and shall address the steps to be taken before, during and after an emergency to prevent or minimize interruptions in business operations and assure long-term recovery.

Quality Indicators

1. The I&R service has written procedures that address specific types of emergencies including power outages, fires, medical emergencies, bomb threats, radiological threats, workplace violence and other incidents that may require different forms of response, e.g., duck, cover and hold during an earthquake or sheltering in place during a radiological emergency. Included are procedures for contacting the police/paramedics.

2. The I&R service has written procedures for emergency evacuation of the facility following a disaster that impacts the immediate area surrounding the facility and potentially threatens staff safety. The evacuation procedure designates exits, specifies an assembly area, includes provisions for ensuring that everyone has left the building, provides for damage assessment, and includes instructions for shutting off gas, electricity and water when necessary. Special arrangements for helping staff or visitors with a disability exit the building are also addressed.

3. The I&R service develops and documents a designated leadership description that outlines the roles and responsibilities of managers and staff before, during and in the aftermath of an incident.

4. 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, e.g., through an MOU with an I&R service outside the area. If the I&R service plans to relocate in the event of loss of facilities, it has identified alternative sites.

5. 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 a large number of volunteers will be working at the facility. Areas of concern include 24-hour environmental controls, cleanliness and sanitation, parking and security, and the ability to meet enhanced building codes in areas with significant earthquake, tornado or hurricane hazards.

6. The I&R service has periodic drills, at a minimum annually, that allow staff to practice emergency procedures outlined in the plan.

7. 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 18: Formal Relationships with Government and Private Sector Emergency Operations and Relief Agencies

The I&R service shall participate in ongoing cooperative disaster response planning in the community and establish relationships, as necessary, to become recognized as an integral part of the community's emergency preparedness and response network.

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.

2. The I&R service has formal agreements with appropriate government and private sector emergency operations and relief agencies such as local offices of emergency services, VOAD (Voluntary Organizations Active in Disasters) 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 19: Disaster Resources

The I&R service shall develop, maintain, and/or use an accurate, up-to-date computerized resource database that contains information about available community resources that provide services in times of disaster. Database records shall include descriptions of the services organizations provide and the conditions under which services are available; and shall be indexed and accessed using the Disaster Services section of the AIRS/211 LA County Taxonomy of Human Services.

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 adds information about organizations that have no formal role in emergency response but emerge in the context of a particular disaster, specific relief and recovery services that come to life in response to the specific needs of the community, and information about specific services (and their locations) offered by agencies in the permanent disaster database (such as Red Cross Service Centers).

3. The I&R service enables staff from other agencies to use the resource database to provide service delivery or resource database maintenance support by using the Disaster Services section of the AIRS/211 LA County Taxonomy of Human Services to index disaster-related services. Additional classification structures such as keywords 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 annually, immediately prior to an anticipated disaster and throughout the response, relief and recovery periods.

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

Standard 20: Disaster-Related I&R Service Delivery

The I&R service shall provide information and referral services to the community during (when appropriate) and following a disaster or other emergency. This service may be provided under circumstances that are more challenging and stressful than normal operations; and shall include assessing the needs of the inquirer, evaluating appropriate resources, indicating organizations capable of meeting those needs, helping inquirers for whom services are unavailable by locating 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 needs.

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

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

4. I&R 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 level and coping mechanisms, respond appropriately in face-to-face communications and work within the boundaries of their I&R role.

5. I&R specialists understand the government emergency response service delivery system, the types of services people typically need following a disaster, the organizations that generally provide them, the types of 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), and the structure and contents of the disaster database and/or other approved sources of disaster-related information.

6. The I&R service has a written plan for providing disaster stress debriefing for all staff.

Standard 21: Disaster-Related Inquirer Data Collection/Reports

The I&R service shall track inquirer requests for service and referrals; and when appropriate, the I&R service shall collect demographic information from inquirers and be prepared to produce reports regarding requests for disaster-related services and referral activity.

Quality Indicators

1. The I&R service collects and organizes inquirer data that facilitates appropriate referrals and provides a basis for describing requests for disaster-related services and identifying gaps and overlaps in service.

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

3. Following all emergencies that necessitate implementation of the provisions of the Disaster Preparedness standards, the I&R service produces an after action report that documents the special activities of the agency with a focus on what worked well and what needs to be improved through revisions of the agency's disaster plan and/or additional training for staff.

Standard 22: Disaster-Related Technology Requirements

The I&R service shall have technology in place that facilitates the ability of the organization to maintain service delivery during times of disaster or a localized emergency.

Quality Indicators

1. The I&R service has taken the steps that are necessary to establish a relationship with their telephone service provider to ensure that the organization is given high priority for continued phone service in times of disaster.

2. The I&R service has the ability to reroute calls to another location (e.g., to cell phones, to I&R specialists answering calls from their homes, or to another local agency or an I&R service out of the region with which the I&R service has an MOU) if their own business site is not accessible.

3. The I&R service has the ability to access the resource database (e.g., via the Internet, a stand-alone single user copy of the database on a laptop, a directory or other print version) if their own business site is not accessible.

4. The I&R service has conducted an assessment of its facility to identify equipment, connections and other resources that may be vulnerable under emergency conditions and has taken steps to mitigate the situation, e.g., moved computers and telephones that are located on the floor to safer locations.

5. The I&R service has an Uninterruptible Power Supply (UPS) on all critical systems for short-term recovery in the case of a power failure.

6. The I&R service has an alternative phone number in a different location for staff to access the agency in case of an emergency that makes the regular phone lines inaccessible.

7. The I&R service has an emergency generator or other power back-up that will allow them to continue operations on a longer term basis during a power failure. The I&R service will need to determine the length of time the back-up power supply will operate and inform staff regarding the components of the organization's operations (e.g., which computers, telephones, etc.) that it will power.

8. The I&R service has back-up systems for their telephones (such as one or more analog lines, cell phones with charged and spare batteries or two way battery operated radios) to ensure ongoing access in situations where there is no local electricity. Private Branch Exchange/Automatic Call Distribution systems (PBX/ACD systems) rely on a central computer that will fail when local electrical power to the system is cut off. High capacity Uninterruptible

Power Supplies (UPS) and emergency power generators connected to the PBX/ACD telephone system can also meet this requirement.

9. The I&R service has the ability to reprogram its phone lines and data network remotely.

10. The I&R service has T1 lines from multiple central offices, where possible.

Standard 23: Disaster Training and Exercise

The I&R service shall train staff on emergency operations and business expectations upon hiring and shall provide ongoing training at least annually thereafter. The I&R service shall actively participate in community disaster exercises to test the organization's emergency operations plan.

Quality Indicators

1. The I&R service provides general training for staff 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 that will help prepare staff for an emergency and ensure that they understand their organization's commitments to the community/government.

2. The I&R service provides training on the organization's in-house disaster preparedness procedures and protocols.

3. The I&R service provides training for I&R staff that addresses the attitudes, skills and information they require to meet the needs of people in crisis during a disaster. The training helps participants understand how disasters affect individuals and communities and addresses the specific requirements of people with special needs, e.g., individuals with disabilities, language barriers, cultural differences or other relevant characteristics. It also prepares I&R staff for the likelihood of providing service delivery under altered and frequently adverse conditions that may include working long hours, off-site or under the direction of another organization.

4. The I&R service provides training for resource specialists that addresses the types of pre-disaster resources that need to be included in the database and those that need to be added following the occurrence of an emergency; use of the Disaster Services section of the AIRS/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 actively participates in community disaster exercises, and also monitors statewide/province-wide, multi-state/multi-province and/or national disaster exercises as appropriate.

ORGANIZATIONAL EFFECTIVENESS

The Organizational Effectiveness standards describe the governance and administrative structure an I&R service needs in order to carry out its mission. Included are establishing itself as a legal entity, developing policies and procedures that guide the organization, developing an organizational code of ethics, establishing sound fiscal practices, providing a conducive physical environment, managing personnel, providing for staff training, increasing public awareness regarding the availability of information and referral services and their value to the community, and providing for ongoing program evaluation and quality assurance.

Standard 24: Governance

The auspices under which the I&R service operates shall ensure the achievement of the agency mission and I&R goals.

Quality Indicators

1. **Governing Body:** The I&R service has (or is part of an organization that has) a governing body (e.g., Board of Directors) that is constituted according to the laws of its state or province, adequately represents the diverse interests of the community and oversees implementation of program goals and objectives to assure quality of service. If the nature of the organization operating the I&R service is such that it does not have a community-based Board of Directors or if that Board is remote from the oversight of the I&R service, then it must have an advisory committee of local stakeholders to provide information about community needs and issues, recommendations regarding program planning and development activities and other forms of support that help to ensure that the agency maintains effective connections with the people it serves. The governing body, at a minimum:

   - ✓ Formulates policies needed to successfully implement and sustain a quality I&R service;
   - ✓ Provides human resources to adequately staff the I&R service;
   - ✓ Assists in procuring financial and technical assistance to sustain the I&R service;
   - ✓ Is responsible for contracting, adopting an annual budget, maintaining financial records, and providing an annual audit by an independent certified public accountant;
   - ✓ Promotes the I&R system throughout the community ensuring appropriate publicity, public relations and outreach;
   - ✓ Meets at least quarterly as a general body;

- ✓ Maintains minutes of all official proceedings that any interested party can inspect.

2. **Mission Statement:** The organization/I&R service has a Mission Statement that is compatible with the purpose and philosophy of I&R.

3. **Organizational Policies:** The organization/I&R service has formally adopted, regularly reviewed, dated and formatted written policies that clearly articulate the general principles by which it manages the I&R service. Organizational policies are available to all employees.

4. **Public Policy:** The organization/I&R service participates in public policy activities within its own community and in response to requests from state/provincial and national I&R organizations that seek to further the overall goals of the I&R movement.

5. **Complaints Process:** The organization/I&R service has a process for registering and resolving complaints from inquirers, staff members and the community.

6. **Code of Ethics:** The organization/I&R service has a Code of Ethics 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. The Code of Ethics is approved by the governing body of the organization and included in written policies that all staff receive and agree to follow.

7. **Nondiscrimination Statement:** The organization/I&R service has in place a statement approved by the organization's governing body prohibiting discrimination in all of its forms and documenting its intention to comply with all laws, orders and regulations addressing this issue.

8. **Insurance Coverage:** The organization/I&R service has sufficient insurance coverage for personal and property liability that protects employees and volunteers.

9. **Records Backup:** The organization/I&R service safeguards its critical operational records such as payroll, personnel, reports, legal documents and e-mail through duplication or regular computerized back-up. The records back-up is kept in a secure, off-site location where it will be protected from destruction or theft.

10. **Finance:** Financing is sufficient to enable the I&R service to provide adequate service and maintain these standards.

- ✓ The I&R service operates on a sound financial basis and exercises appropriate financial controls according to acceptable accounting practices and any other applicable standards.
- ✓ The administrator, with the support of the Board and/or advisory committee, maintains proper financial records in accordance with generally accepted accounting practices, draws up an annual budget, projects future needs, explores and encourages financial development and support for continuance of the program, and participates in saving resources to avoid duplication and to control costs.

11. **Facilities:** The I&R service provides adequate, accessible space and equipment to ensure that staff can effectively perform their duties.

- ✓ The I&R service provides sufficient space to ensure confidential interviewing.
- ✓ The I&R service has sufficient space for files and technology needs.
- ✓ The I&R service equips its offices with sufficient desks, tables, chairs, supplies and lockable filing cabinets.
- ✓ The I&R service uses offices free of architectural barriers to people with physical disabilities per ADA requirements.
- ✓ If the I&R service is designed to serve walk-ins, the office is accessible by public transportation, has available parking, and is geographically convenient to the population the program is designed to serve.

12. **Continuity of Business Operations:** The organization/I&R service has a Continuity of Operations Plan (COOP) that establishes policies and procedures to ensure that the agency's mission-essential functions are continued in the event that the area in which the program is located is threatened or incapacitated and relocation of these functions is required. Included are policies and procedures that relate to:

- ✓ Personnel coordination:
  - Designation of key staff;
  - Delegations of authority;
  - Order of succession; and
  - Notification of personnel during duty and non-duty hours.
- ✓ Designation of mission-essential functions.
- ✓ Designation of alternative facilities.
- ✓ Establishment of communications.
- ✓ Securing vital records and databases.
- ✓ Plans for reconstitution and termination of the plan.

Standard 25: Personnel Administration

The I&R service shall provide a framework and mechanisms for program and personnel management and administration that guarantee the continuity and consistency required for effective service delivery.

Quality Indicators

1. **Staff:** The I&R service recruits and hires service and administrative staff who are competent, ethical, qualified, and sufficient in number to implement service policies. The I&R service strives to have employees and volunteers who are reflective of the community they serve.

2. **Organization Chart:** The I&R service has a current organization chart defining levels of authority. If the agency is part of a larger organization, it has a functional organization chart for the I&R service.

3. **Job Descriptions:** The I&R service has written, up-to-date job descriptions for all employees and volunteers outlining responsibilities, essential job functions and lines of accountability. The job descriptions are dated within the last three years.

4. **Hiring:** The I&R service ensures that listings for both employee and volunteer positions are posted as broadly as possible to ensure that qualified candidates throughout the community are aware of employment opportunities; objectively measures each candidate's application against the position's requirements using a standardized form and screening procedure; interviews candidates using written questions that are specific to the position for which they are applying; and has an objective rating form and process for evaluating responses.

5. **Succession Planning[5]:** The I&R service has a process in place 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. Succession planning is designed to ensure the continued effective performance of an organization by making provision for the development and replacement of key people over time.

6. **Program Development and Administration:** The I&R service has qualified staff who are responsible for implementing and maintaining policies of the governing body, accountable to the governing body and responsible for program management and service delivery.

7. **Staff Supervision:** The I&R service provides for the ongoing supervision and annual evaluation of employees and volunteers by qualified I&R managers. The organization has a written supervision plan for staff and uses standardized observation and performance appraisal forms. When

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[5] Source: "Technical Terms: Succession Planning", The PEW Center on the States, http://www.pewcenteronthestates.org/template_page.aspx?id=35364

performance problems are identified, they are documented and addressed in an individual performance improvement plan. Staff evaluations address specific responsibilities and job functions outlined in the individuals' job descriptions.

Quality indicators for I&R specialists and the department as a whole may include the following:

- ✓ **Call Monitoring/Remote Listening:** Live or recorded calls that are randomly selected for review and feedback on a regular basis.

- ✓ **Mentoring/Coaching:** The use of individual sessions, team discussions, role playing and other techniques to mentor and coach I&R specialists to ensure quality service delivery.

- ✓ **Call Management System Reports, Measures and Metrics**: The call management component of the telephone system produces weekly and monthly reports that provide the following figures which may be analyzed to assess individual and departmental efficiency and productivity:

  - Calls received.
  - Calls answered.
  - Calls abandoned.
  - Service level.
  - Average speed of answer.
  - Average abandonment time.
  - Average call handling time.
  - Occupancy rates.

- ✓ **Schedule Adherence/Compliance:** The percentage of time I&R 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. Specialists are expected to begin and end scheduled activities on time a targeted percentage of the time.

- ✓ **Case Examples:** Examples of calls submitted monthly by an I&R specialist that illustrate their call handling techniques.

- ✓ **Complaints and Commendations:** The complaints and commendations a particular I&R specialist has received.

Quality indicators for resource specialists and the resource department as a whole may include the following:

✓ **Resource Department Metrics:** Productivity measures for individual resource specialists and the resource department may include:

- Annual surveys processed.
- Interim modifications/partial changes processed.
- New entries prepared.
- Number of site visits, where applicable.

✓ **Database Review:** Review of a specified number of database records for:

- Compliance with the I&R service's inclusion/exclusion criteria.
- Accuracy, currency and consistency.
- Appropriate Taxonomy indexing.
- Appropriate geographic classification.
- Appropriate assignment of search keys/filters.
- Adherence to the style guide.
- Writing and editing competencies.

8. **Off-Site Staff:** Technology is readily available to support the ability of I&R specialists, resource specialists and administrative staff to do all or part of their work off-site. For the most part, this innovation provides flexibility and responsiveness to the needs of individual staff. However, in the case of I&R specialists who may be directly serving the public from an off-site location, procedures must be in place to ensure that regardless of where an I&R inquiry is handled, all service delivery standards still apply.

   In order to ensure that the public experiences no discernible difference in the quality of service, special requirements for off-site I&R service delivery are in place. Considerations include the ability to:

   ✓ Make three-way calls to connect the inquirer to external services including language translation services;
   ✓ Contact emergency services while maintaining a connection with the inquirer;
   ✓ Work in a distraction-free environment;
   ✓ Access supervisory assistance, when required, and for supervisors to exercise quality assurance measures; and
   ✓ Have personnel policies and training opportunities that reflect off-site circumstances.

Standard 26: Staff Training

The I&R service shall have a training policy and make training available to employees and volunteers.

Quality Indicators

1. The I&R service provides training for employees and volunteers that is based on pre-determined written training goals with written curriculum objectives defining behavioral outcomes for each module.

2. The I&R service provides an orientation for new employees and volunteers that addresses the role, mission, and function of the I&R service; the role of the governing body; federal, state/provincial and local laws affecting service delivery (e.g., abuse reporting); and the administrative structure, policies and procedures of the organization.

3. Training for the I&R specialists includes:

   - ✓ Pre-service training appropriate to the knowledge and skills of new staff to ensure that they meet organizational expectations.
   - ✓ On-the-job training that involves increasing levels of responsibility in handling inquiries (beginning with observation and ending with full responsibility for handling inquirers).
   - ✓ In-service training that focuses on refining and updating the staff's information and referral skills. The I&R service may also provide tuition assistance to enable staff to pursue continuing education opportunities outside the organization.

4. Training for resource staff includes an overview of the local community service delivery system, inclusion/exclusion criteria for the resource database, data elements, Taxonomy indexing, database maintenance procedures, use of the I&R service's software, development and distribution of database products and, when appropriate, training in the area of specialization of the I&R service (e.g., disability issues, aging issues). The I&R service may also provide tuition assistance to enable staff to pursue continuing education opportunities outside the organization.

5. The content of the staff training program is consistent with the *ABC's of I&R* (2006 or later edition) published by AIRS. It is recommended that the competencies from the AIRS Certified Information and Referral Specialist (CIRS), Certified Information and Referral Specialist – Aging (CIRS-A) and Certified Resource Specialist (CRS) certification programs be used as training objectives.

6. The staff training program is responsive to the diverse learning styles of staff including visual learners, auditory learners, and kinesthetic learners.

7. Trainees (employees and volunteers) are evaluated using objective (e.g., written tests) and subjective (e.g., observation) measures and demonstrate a minimum level of competency before assuming duties. Procedures are in place for handling trainees who do not demonstrate competency at the required level.

8. The I&R service systematically evaluates the effectiveness of its training program and the performance of its trainers; and modifies the training based on evaluation results.

9. I&R specialists and resource specialists seek professional certification through recognized programs at the state/provincial, regional or national level.

Standard 27: Promotion and Outreach

The I&R service shall establish and maintain a program that increases public awareness of I&R services, their objectives, and their value to the community.

Quality Indicators

1. The I&R service has a written outreach plan that employs a systematic methodology for publicizing the agency's services to its targeted population and to other community resources (e.g., other agencies, faith-based organizations, law enforcement, schools). The I&R service uses a variety of methods to publicize information and referral. The methods are tailored to meet the needs of diverse populations.

2. The I&R service identifies available resources for handling any resulting increase in volume before implementing its outreach plan.

3. An I&R service operating as part of a larger organization coordinates its publicity and public relations activities with those of its sponsor and takes steps to ensure that all staff within the larger agency are aware of the scope and objectives of the I&R service.

4. The I&R service publicizes its services to special need groups in the community, such as minorities, people who speak languages other than English, people with disabilities, and rural and other isolated, underserved or vulnerable populations.

5. The I&R service encourages other community services to promote and use I&R resources.

6. The I&R service evaluates the efficiency and effectiveness of its outreach plan(s) through a variety of means including examination of inquirer demographic information and tabulation of referral source data.

7. The I&R service serves as a resource to other organizations and offers consultation, technical assistance and training on available community resources.

8. Employees and volunteers improve public relations by communicating regularly with community service providers, government officials, and planning bodies; and by participating in various community activities, e.g., community resource fairs.

Standard 28: Program Evaluation and Quality Assurance

The I&R service shall have the ability to assess the quality and effectiveness of all aspects of its operation including its service delivery, resource database, reports and measures, cooperative relationships, disaster preparedness, and organizational structure. These determinations shall be made both through on-going quality assurance procedures and periodic, formal evaluations that are used to implement measurable improvements.

Quality Indicators

1. The I&R service has a process in place for examining its viability as an organization, the effectiveness of its services, its appropriate involvement in the community and its overall impact on the people it serves.

2. The I&R service provides for a regular cycle of needs assessment, program planning and service delivery; and conducts an annual evaluation of I&R activities (including the maintenance of its resource database). Steps in the evaluation process include:

   ✓ Formulating annual service goals, objectives and work plans that reflect priorities for service and desired outcomes;
   ✓ Reviewing accomplishments and actual outcomes relative to goals and objectives throughout the year, adjusting service priorities, as needed; and
   ✓ On an annual basis, conducting a structured evaluation to measure the effectiveness and cost-efficiency of its I&R service(s) and their impact on the people it serves (outcomes).

3. The I&R service conducts regular customer satisfaction/quality assurance surveys with a specified percentage of inquirers to assess overall service performance and I&R service outcomes. The surveys may occur during the original contact with an inquirer (if done for customer satisfaction purposes only), in conjunction with follow-up after determining whether the inquirer's needs have been met or in a separate call made for quality assurance purposes.

Survey questions typically encompass the following:

Customer Satisfaction Questions

- ✓ Was the I&R service polite and helpful?
- ✓ Did inquirers feel like they were listened to?
- ✓ Did inquirers receive a choice of referrals where appropriate?
- ✓ Would the inquirer contact the I&R service again?
- ✓ Would the inquirer recommend the I&R service to family and friends?

Service Outcome Questions

- ✓ Did inquirers follow through and contact the referrals provided?
- ✓ Was the information about those referrals accurate?
- ✓ As a result of the referrals, did inquirers get the help they needed?
- ✓ If not, why not? Reasons include: the referral was inaccurate, there wasn't enough information for a proper eligibility assessment, the waiting list was too lengthy, the service was too expensive, there were transportation issues, etc.

If during the course of conducting client satisfaction/quality assurance surveys, it is determined that the original need of the inquirer has not been met or that the inquirer has new needs, procedures are in place to provide additional information, referrals or advocacy.

Information regarding service outcomes obtained during the course of customer satisfaction/quality assurance surveys is included in reports of follow-up activity.

4. The I&R service involves inquirers, service providers and other representatives of the community in the evaluation process; and modifies the program in response to evaluation outcomes. Methods may include:

- ✓ Mailed or online surveys with community agencies and/or the general public.
- ✓ Focus groups.
- ✓ Open community meetings.
- ✓ Third party research and reports.

5. The I&R service strives to become accredited by a nationally recognized accrediting body and maintains its accreditation standing when renewal is required.

GLOSSARY OF TERMS

Abandoned Calls: Incoming calls that are disconnected by the inquirer after a connection has been made and the inquirer has been put in queue, but before the call is answered by an I&R specialist. See also Calls, Answered Calls, Hang-Ups, Incoming Calls, Offered Calls.

Ability to Pay: See Sliding Scale.

Abuse: A systematic pattern of behavior in which physical violence, sexual assault/exploitation, physical neglect or emotional coercion are used to gain power and control in a relationship. In cases of elder abuse, the illegal or improper use of an older person's funds, property, or resources may also be involved. "Abuse" may also pertain to the misuse of substances such as alcohol, prescription medication and illegal drugs.

Access to Service: The gateways through which information and referral services and resource database information are made available to potential inquirers and accessible to special populations such as older adults or people who have physical disabilities.

Accessible: Without physical, cultural, financial, or psychological barriers to service.

ACD: See Automatic Call Distribution.

Advocacy: Programs that intercede on behalf of individuals and/or groups 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; that attempt to marshal public support for a particular issue or cause; or that seek to influence legislation, local ordinances or administrative rulings in order to benefit specific interest groups or achieve specific social, political or environmental goals. See also Inquirer Advocacy, Self-Advocacy, System Advocacy.

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. I&R services may choose to designate a middle level of the organization as the agency. For example, a city Department of Human Services may offer hundreds of services but is often recognized by the names of its component programs: Social Services, Health Department, etc. It is acceptable to use those components as agencies as long as their relationship to the larger Department of Human Services is acknowledged in the description or by the way the database is structured. See also Agency Description and Agency Name under Data Elements.

AIRS: See Alliance of Information and Referral Systems.

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 for Professional Information & 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 AIRS Certified Information and Referral Specialist (CIRS), Certified Resource Specialist (CRS) and Certified Information and Referral Specialist Aging (CIRS-A) 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. See also CIRS, CIRS-A, CRS.

AIRS/211 LA County Taxonomy of Human Services: The classification system maintained by 211 LA County and endorsed by AIRS as a common language for the field of information and referral. 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. See also Classification System.

Alliance of Information and Referral Systems: The professional association for information and referral providers. Also known as AIRS.

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.

Annual Survey: The process the I&R service uses to verify the accuracy of information in the resource database. The survey may be conducted either annually or on a continuing basis throughout the year and involves multiple attempts to achieve a 100% update rate within the 12-month cycle. Various survey methods may be used including mail/electronic survey, fax, telephone, site visits and follow-up correspondence. The I&R service specifies a target for the percentage of returned surveys and associated responses that is required.

Answered Calls: Calls that are routed to an ACD queue and answered by an I&R specialist in the queue. Calls may be transactions, i.e., an I&R activity (information, assessment and referral, advocacy, crisis intervention) takes place; or non-transactions (e.g., hang-ups, wrong numbers, phantom calls, personal calls, call transfers within organization). See also Abandoned Calls, Calls, Incoming Calls, Offered Calls

Application Procedures: See Application/Intake Process under Data Elements.

Assessment: The process of helping an inquirer identify, analyze and prioritize his or her needs. See also Assessment and Referral.

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 the appropriate delivery mode(s), 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. See also Assessment, Referrals.

Assistance Without Referrals: The disposition or outcome of an inquiry in which the I&R 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. See also Met Needs, Referrals.

Automated Attendant: A menu-driven system accessible by telephone that allows inquirers to select and listen to prerecorded information about specific types of services. Included are integrated voice response systems that provide more sophisticated programming options. Also known as Automated Call Attendant; Integrated Voice Response Systems, IVRs.

Automated Call Attendant: See Automated Attendant.

Automatic Call Distribution: A software feature of a telephone system that routes a call to groups of I&R specialists (also called a "queue") based on first-in, first-answered or skills-based routing criteria. The inquirer who has been waiting the longest is the first routed to the next available agent. The I&R specialist who receives the call is either the first available specialist or the specialist who has been available for the longest period of time. An ACD may also provide statistical information on call volumes, average speed of answer, average abandonment times, talk times per agent and other call-related metrics.[6] Also known as ACD, Automated Call Distribution.

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

Average Call Handling Time: The average time it takes to handle a call including talk time and after call work.

Average Speed of Answer: The time it takes an I&R specialist to answer a call once it has been placed in queue by the ACD.

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.

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[6] Source: "Glossary of Answering Service / Call Center Terms", Specialty (SAS) Answering Service Web site, http://www.specialtyansweringservice.net/telecommunications-glossary/glossary_a.html

Business Contingency Plan: See Emergency Operations and Business Contingency Plan.

Call Center: An umbrella term that generally refers to I&R programs, reservations centers, help desks, information lines, or customer service centers that use sophisticated telephone technology, regardless of how they are organized or what types of transactions they handle.

Callers: See Inquirers.

Call Monitoring/Remote Listening: Live or recorded calls that are randomly selected for review and feedback on a regular basis.

Calls: A connection over a telephone network between the calling party and the called party. Included are incoming calls (calls that are received by – or offered to – the telephone system) and outgoing calls (calls made by the I&R service). Inquirers making an incoming call may ring directly to an I&R specialist, be placed in a queue to await the next available I&R specialist, be offered the option to leave a message for a callback or, if there is no space in queue, get busy signal and be forced to call back. Calls in the queuing system are either answered by an I&R specialist or are abandoned by the inquirer. See also Abandoned Calls, Answered Calls, Incoming Calls, Offered Calls.

Care Management: See Case Management.

Case Management: A service that develops case 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 case plan; and follows up and monitors progress to ensure that services are having a beneficial impact on the individual. Also known as Care Management.

CIRS: Certified Information and Referral Specialist (CIRS) is a professional credential awarded internationally by AIRS to individuals who have demonstrated through the program that they have the knowledge, skills, attitudes, and work-related behaviors required by I&R specialists to successfully execute their I&R service delivery duties. See also AIRS Certification.

CIRS-A: Certified Information and Referral Specialist (CIRS-A) is a professional credential awarded internationally by AIRS to individuals who have demonstrated through the program that they have the knowledge, skills, attitudes, and work-related behaviors required by I&R specialists working in the aging area to successfully execute their duties. See also AIRS Certification.

Classification System: A structure for categorizing available human service information in the I&R resource database in a systematic, unambiguous way. A standard classification system provides a common language for human services, simplifies retrieval of service information, increases reliability of planning data, makes evaluation processes consistent, and facilitates national comparisons of data. See also AIRS/211 LA County Taxonomy of Human Services. Also known as Service Classification System, Taxonomy.

Client Advocacy: See Inquirer Advocacy.

Clients: See Inquirers.

Collaboration: Two or more organizations working together to realize common goals. Related concepts include Alliances, Coalitions, Coordination, Partnerships. See also Database Collaborative.

Community Resource Advisor: See Information and Referral Specialist.

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. See also Information and Referral Service, Specialized I&R Services. Also known as Generic I&R Services.

Confidentiality: The requirement that the I&R service disclose identifying information about inquirers, their requests and the resources given to them only 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. See also Identifying Information.

Consumers: See Inquirers.

Contacts/Inquiries: An I&R contact (or an I&R inquiry) is any mediated/facilitated interaction with an I&R 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), text messaging, IM, fax, e-mail, online chat, regular mail. Also known as I&R Inquiries.

Continuity of Business Operations Plan (COOP): A plan that established policies and procedures to ensure that the agency's mission-essential functions are continued in the event that the area in which the program is located is threatened or incapacitated and relocation of these functions is required. Included are policies and procedures that relate to:

- ✓ Personnel coordination:
  - Designation of key staff;
  - Delegations of authority;
  - Order of succession; and
  - Notification of personnel during duty and non-duty hours.
- ✓ Designation of mission-essential functions.
- ✓ Designation of alternative facilities.
- ✓ Establishment of communications.

- ✓ Securing vital records and databases.
- ✓ Plans for reconstitution and termination of the plan.

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 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.

CRS: Certified Resource Specialist (CRS) is a professional credential awarded internationally by AIRS to individuals who have demonstrated through the program that they have the knowledge, skills, attitudes, and work-related behaviors required by resource specialists to successfully execute their resource database duties. See also AIRS Certification.

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. Also known as Culturally Competent.

Culturally Competent: See Culturally Appropriate.

Customer Satisfaction: A measure of the degree to which a product or service meets the customer's expectations.

Data Collection Policies: See Inclusion/Exclusion Criteria.

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 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. However, because AIRS supports the agency-site-service data structure, the Data Elements are organized into Agency Data Elements, Site Data Elements and Service/Service Group and Service Site Data Elements, which correspond to the facets/functions of the organization with which the information should be associated. The term may also apply to information in an inquirer database. See also Resource Database and Resource Profile.

- ✓ **Administrative Hours/Days of Operation**: The office hours/days or general hours/days of operation for the administrative component of the agency or one of its sites. This may or may not reflect the hours during which services of the agency are delivered.

- ✓ **Agency Description:** A brief narrative describing the agency's main purpose or role. See also Agency.

- ✓ **Agency Name:** The full legal name of the organization. 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). See also Agency.

- ✓ **AKA (Also Known As) Names**: Names other than the legal name by which an organization is known. Included are AKAs (or aliases) for the agency name, site name or program name, or names that are acronyms, former names, popular names or other alternative names . An AKA may also be any type of name under which the organization, site or program might reasonably be searched by a user. "AKA" stands for "Also Known As"

- ✓ **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. <u>Examples</u>: "Walk-in for service Monday through Friday from 3pm to 5pm"; "Phone Monday through Wednesday from 9am-5pm to request an application". Also known as Application Procedures, Intake Procedures, Intake Process.

- ✓ **Contact for Updating Purposes:** The name and title of the person at the agency/organization who is responsible for verifying the accuracy of information in the database record.

- ✓ **Date of Last Interim Modification/Partial Update:** The most recent date any piece of agency information was changed and verified by the agency.

- ✓ **Date of Last Complete Update**: The most recent date the agency was contacted and all agency information verified, usually the date of the annual survey.

- ✓ **Documents Required:** A narrative list of the documents that are necessary to enroll in/apply for a service. <u>Examples</u>: 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. In order to facilitate searching by eligibility, some I&R services structure selected eligibility criteria (e.g. age and gender) in a format that supports the ability to filter data. <u>Example</u>: If age and gender are included as structured information, users are able to search for a home delivered meal program for a male, age 24 and the system will filter out services that are only available to adults age 50 and older.

- ✓ **E-mail 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 e-mail should be the official e-mail 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. According to the EIN application (Form SS-4), types of entities requiring an EIN include sole proprietors, partnerships, corporations, personal service corporations, churches or church-controlled organizations, nonprofit organizations, estates, plan administrators, trusts, National Guard entities, farmer's cooperatives, state/local governments, federal government/military entities, Indian tribal governments/enterprises, and Real Estate Investment Conduits (REMICs). 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. Also known as Employer Identification Number (EIN).

- ✓ **Fee Structure:** 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. I&R services have implemented fee information in narrative and/or structured formats. See also Sliding Scale.

- ✓ **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 five counties. Geographic area served should be described in narrative form in the eligibility or description fields and represented in a structured form that facilitates the searcher's ability to filter data. Example: If area served is included as structured information, users are able to search for a home delivered meal program for a woman who lives in the ZIP Code 60656, and the system will filter out services that are unable to serve her ZIP code. Also known as Service Area.

- ✓ **Hours of Service:** The days and times during which a particular service is offered which may or may not be the same as the hours for intake. Example: "Monday, Wednesday, Friday from 9am to 3pm". In order to facilitate searching by days on which a service like emergency food is available, some I&R services structure hours of service in a format that supports the ability to filter data. In the above example, users taking an emergency food call on a Tuesday are able to specify "Tuesday" as a search criterion and the system will filter out organizations whose emergency food program is unavailable that day.

- ✓ **IRS Status**: The particular section of the Internal Revenue Code under which an organization is recognized by the IRS as exempt from the payment of federal income tax. Examples: 501(a); 501(c)(3). There may also be entities within a resource database that do not have any IRS status (such as informal support groups).

- ✓ **Languages other than English:** 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. Users are then able to search for a particular type of service in Spanish and the system will filter out those that do not meet this criterion.

- ✓ **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 Accreditations:** The names of licenses or accreditations secured through a recognized external credentialing entity. Examples: a child care center of a certain size may only legally conduct business if it has a license, or a hospital may require specific accreditation to validate its status.

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

- ✓ **Main Site Description:** A brief narrative describing the services and other activities at the agency's main site.

- ✓ **Method of Payment Accepted:** The type of payment that is accepted for a particular service or service group at the service site. Examples: Medicaid, Medicare or Third Party Payment.

- ✓ **Name and Title of the Director or Administrator:** 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).

- ✓ **Name and Title of Site Manager:** The top administrator for the site/location; the person who is responsible for the overall operation of the site/location. If an agency has only a single location, the director or administrator of the agency is also the site manager.

- ✓ **Other Addresses:** Addresses other than the official mailing or street address for the site, e.g., an address to which update correspondence for the agency should be directed (such as the home address of a support group leader).

- ✓ **Physical Access:** The structural features of the facility that either support or hinder access to the site/location for people with physical disabilities. Also known as Disability Access.

- ✓ **Phone Number(s):** 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).

- ✓ **Program Name(s) for the Service Group:** A proper name for a service or group of services that is specified by the agency, rather than created by the I&R service. In many cases, there is no specific program name for the service/service group. Examples: Toys for Tots, Tough Love. See also Programs.

- ✓ **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.

- ✓ **Site Description:** A brief narrative in a site record describing the services and other activities at the site.

- ✓ **Service Capacity and Type:** The number of people a program can serve, e.g., the number of beds in a facility, the maximum number individuals permitted in a parenting class, the number of available job training slots.

- ✓ **Service Group Description:** A description of the services represented within the service group (e.g., "a 3-5 day supply of food", "a professionally facilitated support group for people with cancer"). The description should distinguish between the primary and secondary services, if secondary services are offered; and should be written in specific enough terms to enable I&R specialists and other users to determine whether this resource is an appropriate referral to meet the assessed needs of a particular inquirer. The description must reference and describe all of the services indexed using the Taxonomy. See also Service Group.

- ✓ **Service Group Name:** A generic name for a service/group of services created by the I&R service rather than by the agency. It is used as a label which encompasses all services contained within the service group. See also Service Group.

- ✓ **Site Name:** The name by which a site/location is known. If an agency has only a single location, then to all intents and purposes, the agency name **is** the site name. In some instances, the site name has a distinct alternative title. In others, the site name is drawn from the function that it provides for the agency or its location.

- ✓ **Street/Physical Address:** 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.

- ✓ **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, Native 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 Term(s):** 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.

- ✓ **Title of the Service Contact Person:** The job title of the person or type of person the public should contact to access the service(s) in the service group. Examples: Intake Coordinator, Project Manager.

- ✓ **Travel Information:** A narrative describing major cross streets, landmarks, bus routes or other information to facilitate travel to the location.

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

- ✓ **Web Site(s)/URL(s):** A URL (Universal or Uniform Resource Locator) is a way of specifying the location of a file or resource on the Internet. Also commonly known as a Web site or Web address. In the resource database, the agency URL should be the official, main Web site for the agency or site.

- ✓ **Year of Incorporation:** The year the organization officially registered with the appropriate government authority according to the legal status under which it operates.

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. See also Collaboration.

Disability Access: See Physical Access under Data Elements.

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

Double Indexing: The practice of selecting more than one term for the same service "just to make sure" that people can find it. Double indexing creates long, vague lists of resources forcing users to scan records that are not appropriate for their specific need; and presents an inaccurate picture of service availability within a community.

Emergency Operations and Business Contingency Plan: A written disaster plan that enables I&R services to respond to internal and external emergencies. It includes a business contingency component that describes how the organization will continue its operations if something occurs that prevents staff from continuing to occupy the building; and an emergency operations component that defines the organization's disaster response expectations, both internally and from the perspective of external stakeholders. The business contingency portion documents the location of back-up materials; and describes how I&R service's technology (resource database and telephone system) can be accessed (even from another site) as well as how to contact staff to ensure they are safe and aware of the status of the work site. The emergency operations component defines what constitutes a disaster and describes the steps the organization needs to take to meet the needs of the community in the aftermath of an event.

Employees: Paid staff within an organization.

Empowerment: The process of helping inquirers understand the steps that need to be taken to obtain needed services so that they can advocate on their own behalf. See also Self-Advocacy.

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. Program evaluations may conducted by experts external to the program, either inside or outside the agency, or by program managers. See also Quality Assurance.

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. Also known as Performance Appraisals.

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.

Follow-Up: The process of contacting inquirers to determine whether their needs were met and if not, why not. 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.

Generic I&R Service: See Comprehensive I&R Service.

Hang-Ups: Calls that are disconnected by an inquirer or an I&R specialist while they are in the process of talking to one another. See also Abandoned Calls.

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.[7]

I&R Inquiry: See Contacts/Inquiries

I&R Service: See Information and Referral Service.

I&R Specialist: See Information and Referral Specialist.

I&R System: See Information and Referral System.

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

Inclusion/Exclusion Criteria: The guidelines an I&R service utilizes 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. Also known as Data Collection Policies.

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[7] Adapted from the definition of "Social Work" in *the Dictionary of Social Work* published by the National Association of Social Workers.

Incoming Calls: Phone calls received by I&R specialists in the queue on their telephone extensions (as opposed to outgoing calls that are made when the I&R specialist dials a number to connect with someone outside the agency or an extension to speak with someone within the agency or to make an internal transfer). See also Abandoned Calls, Answered Calls, Calls, Offered Calls.

Independent Access to Resource Information: Gateways to community resource information that allow end users to conduct their own searches without speaking with an I&R specialist or other professional. Included are print and electronic directories, public access copies of the resource database and access to the database via an Internet Web page maintained by the I&R service. Also known as Self-Service Systems.

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 AIRS/211 LA County Taxonomy of Human Services, geographic codes/descriptors for the area served and language codes.

Individual Advocacy: See Inquirer Advocacy.

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

Information and Assistance Provider: See Information and Referral Service.

Information and Referral 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). See also Comprehensive I&R Service, Specialized I&R Service.

Information and Referral Specialist: An employee or volunteer staff person who is trained to assess inquirer needs, provide information about or linkage with appropriate service providers, offer advocacy assistance when required, and follow-up, when necessary, to ensure that the individual's needs were met. Also known as Community Resource Advisor, I&R Specialist.

Information and Referral 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.

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.

Inquirer Advocacy: Intervention by the I&R service on behalf of 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 and, for purposes of these standards, 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 his or her 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 developmental 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; and
- ✓ Escalating the intervention by speaking with a senior manager regarding the inquirer's situation.

See also Advocacy, System Advocacy. Also known as Client Advocacy, Individual Advocacy.

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. Also, the collection of related information that can be used to manage and continuously improve the service delivery process.

Inquirers: Individuals and organizations seeking information about or linkage with community service providers through the I&R service. Also known as Callers, Consumers or Clients.

Inquiries: See Contacts/Inquiries.

Intake Procedures: See Application/Intake Process under Data Elements.

Intake Process: See Application/Intake Process under Data Elements.

Integrated Service Delivery System: A collaborative group of local service providers who agree to deliver their services in a coordinated way to ensure broad access to community services, maximize the utilization of existing resources, avoid duplication of effort and gaps in services and facilitate the ability of people who need services to easily find the most appropriate provider.

Integrated Voice Response Systems: See Automated Attendant.

IVRs: See Automated Attendant.

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. I&R 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 AIRS/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. The purpose of this type of search is to help users identify the most appropriate Taxonomy term to use as an index term or in a resource database search. If the list of use references were to incorporate all of the keywords in separate keyword indexes, the need for a separate keyword index search would be reduced if not eliminated.

Kiosk: A free-standing structure, often located in malls or other public places, that houses community resource information that people can access without assistance.

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. Also known as Lobbying.

Lethality Assessment: An evaluation based on research of how dangerous a situation is that addresses issues such as the person's intention, method, timing and state of mind. Questions include:

- ✓ Has the person already taken steps toward committing suicide by swallowing pills, slashing their wrists?
- ✓ 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 event – the next few minutes or hours or longer?

- ✓ Has the individual had psychiatric help in the past?
- ✓ Are there other risk indicators such depression, hopelessness, feelings of isolation, intoxication, significant recent loss?

Lobbying: See Legislative Advocacy.

Mediated Access: See Supported Access to Information/Services.

Mentoring/Coaching: The use of individual sessions, team discussions, role playing and other techniques to mentor and coach I&R specialists to ensure quality service delivery.

Met Needs: Services are available and referral(s) are provided or assistance without referrals is made available to an inquirer in response to requested information or statement of a problem/need. See also Assistance Without Referrals, Referrals.

Metrics: Quantitative measures of performance or production.

Occupancy Rates: The percentage of logged in and available time that an I&R specialist spends handling calls versus waiting for calls to arrive.

Offered Calls: Incoming calls to an I&R service that are received by the phone system and managed by the ACD. See also Calls.

Outcome Measurement: 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: 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.

Performance Appraisals: See Evaluation (Staff).

Phantom Calls: Calls to 2-1-1, 911, and other three digit dialing codes that are caused by telephone lines that have marginally faulty cable pairs which intermittently produce valid dial pulse signals. Occasionally the pulses transmit the digits "211" and the call is routed. Depending on the severity of the fault, the I&R specialist may hear dead air or static. 2-1-1 services can virtually eliminate phantom calls being routed to an ACD queue and picked up by their I&R specialists by inserting an action by the inquirer (e.g., press 1 for English or 2 for Spanish); or they can reduce their number by inserting a small time delay (generally 6 seconds) on incoming 2-1-1 calls.

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

Policy: A written document formally adopted by an organization's governing body that guides decisions and actions.

Primary/Secondary 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. Another common example is a domestic violence shelter. A shelter may provide a safe place to stay for residents as well as counseling, assistance in obtaining a temporary restraining order (TRO) and a program for the woman's children. Unless nonresidents are eligible, the domestic violence counseling, TRO assistance and program for the abused woman's child are all secondary services. The only primary service is the shelter itself. Most organizations do not make the distinction between primary and secondary services -- all are activities they provide. A good way to help them give you the information is to ask whether they want referrals for each service. Primary services should be indexed; secondary ones should not. Both should be described in the narrative and the distinction between them drawn.

Principle: A fundamental law or rule that serves as a guide for reasoning or conduct.

Programs: 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. Because of their eclectic nature, programs cannot be easily indexed using the AIRS/211 LA County Taxonomy. The exception is named federal government programs which are essentially the same throughout the country and state/provincial programs that have been adopted broadly in other locales. See also Program Names for the Service Group under Data Elements.

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.

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. See also Evaluation (Program).

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.[8]

Referrals: Organizations identified by the I&R 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 his/her need and specific solution options that may be available to resolve it (as stated or redefined). See also Assessment and Referral, Assistance Without Referrals.

Resource and Referral Agency: See Information and Referral Service (I&R Service).

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 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. Also known as Resource File. See also Data Elements, Resource Profile, Resource Information System.

Resource File: See Resource Database.

Resource Information System: The full set of resource tools maintained by the I&R service and used by I&R specialists to identify services and programs available to the public. In addition to the resource database, the resource information system may include telephone books, a pamphlet file, a small reference library, and a collection of useful Web sites or other electronic resources. See also Resource Database.

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. See also Data Elements, Resource Database.

Resource Specialist: An employee or volunteer who is trained to maintain the resource database.

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[8] Source: "Methods & Tools, QA Resources A Glossary of Useful Terms", Health and Workforce Improvement Quality Assurance Project Web site, http://www.qaproject.org/methods/resglossary.html

Schedule Adherence/Compliance: The percentage of time I&R specialists follow their assigned work schedules. Work schedules specify the times specialists are expected to be on the phones versus engaging in other specified activities such as taking breaks, going to lunch, attending meetings or participating in training/coaching sessions. Specialists are expected to begin and end scheduled activities on time a targeted percentage of the time.

Self-Advocacy: Actions taken by an inquirer to obtain the information, opportunities, respect and recognition to which they are entitled and the services for which they are eligible without the active intervention of an I&R specialist. See also Advocacy, Empowerment, Inquirer Advocacy.

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

Self-Service Systems: See Independent Access to Resource Information.

Service Classification System: See Classification System.

Service Area: See Area Served.

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. See also 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. Some Service Groups may be limited to a single service while others may represent a number of related services. Services within a Service Group often have a common description and eligibility. Service Group names are assigned by the I&R service. See also Service Group Description and Service Group Name under Data Elements.

Service Level: The percentage of calls that are answered within a specified threshold, e.g., "X% of calls are answered within Y seconds".

Service Site: A mechanism within a software package for representing one specific service provided at a specific location (site). Service sites are the most discrete level of the resource database structure. Data collected at this level allows for very specific information about one service (home delivered meals) at a specific site (Salvation

Army's West Side Office) to be retrieved and displayed. A service site may contain, for example, phone numbers specific to that one service at the one site. Some of the data elements may best be collected and stored at the Service Site level, but doing so requires more maintenance. The decision as to whether to collect/store data elements at the Service Group or Service Site (or both, in some cases) is left to the I&R service. See also Sites.

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. See also Service Sites.

Sliding Scale: A practice in which an organization's fees for service are based on the individual's ability to pay rather than being a fixed cost for everyone who receives the service. See also Fee Structure under Data Elements. Also known as Ability to Pay.

Specialized I&R Services: 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. See also Comprehensive I&R Services, Information and Referral Services.

Staff: The employees and volunteers who are responsible for the delivery, management, or support of information and referral services or for database management. See also Employees, Volunteers.

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.

Supported Access to Information/Services: Situations in which inquirers receive assistance and support from an I&R 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. Also known as Mediated Access.

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. System advocacy mechanisms include:

- ✓ Letter writing campaigns;
- ✓ Visits to political representatives;
- ✓ Testimony at public hearings;
- ✓ Holding press conferences;
- ✓ Writing articles or letters to local newspapers;
- ✓ Offering interviews to local radio and television stations;
- ✓ Offering services as a knowledgeable public speaker;
- ✓ Mobilizing concerned members of the public; and
- ✓ Working through coalitions or associations to advance a cause.

See also Advocacy, Inquirer Advocacy.

Taxonomy: See Classification System.

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, 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.

Technology: Telephone systems, telephony, telecommunications, e-mail, online chat, 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.

Transfers: Situations in which inquirers are transferred internally to another I&R specialist or externally to an agency or organization that provides services that can meet the individual's assessed needs. Included are cold or "blind" transfers in which the I&R specialist dials the internal extension or external number and hangs up allowing the inquirer to access the other individual directly or be placed in a queue; and warm transfers in which the I&R specialist stays on the line until the other individual comes on the line, introduces the inquirer and either conferences the call to continue a three-way discussion or drops off the line allowing the inquirer to discuss his or her situation with the other individual. See also Warm Transfers.

24-Hour Service: The I&R service is expected to provide information to the community 24 hours per day, year round. It provides live answer during operating hours and offers live answer options via a detailed message after hours. Live answer is provided directly by its own staff or by another agency with which the I&R service has a formal, written agreement. When there is a clear expectation on the part of the public that the I&R service is available on a 24-hour basis, year round (as is the case with formal crisis intervention services and 2-1-1 services), the I&R service ensures that there is live answer that is seamless to the inquirer, either by its own staff or by another agency with whom it has a formal, written agreement.

Uninterruptible Power Supply: A bank of batteries and an electronic module that can be used to protect computer system components in case of a power failure. The components to be protected are plugged into the UPS and the UPS is plugged into the wall socket. The commercial power coming from the wall socket recharges the batteries and the components pull their power from the batteries through an inverter to change the DC battery power to AC electrical power. When the commercial power fails, the protected components continue to draw their power from the batteries, so there is no power interruption to the protected components (until the batteries run down). Also known as UPS.

Units of Service: The ways in which a program's productivity is measured, e.g., the number of counseling sessions conducted, the number of advocacy materials distributed, the number of meals served, the number of participants assisted, the number of beds filled.

Unmet Needs: Individual instances where no referrals are available to meet an inquirer's assessed needs. A pattern of individual unmet needs may lead to identification of service gaps at the service delivery system level. See also Service Gaps.

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

UPS: See Uninterruptible Power Supply.

Volunteers: Individuals who offer their services and work on a full or part-time basis without remuneration.

Waiting List: In situations where an organization's program is currently full, the list of individuals who will be admitted next when space becomes available.

Warm Transfers: Call transfer situations in which the I&R specialist stays on the line until the other individual comes on the line, introduces the inquirer and either conferences the call to continue a three-way discussion or drops off the line allowing the inquirer to discuss his or her situation with the other individual. See also Transfers. Also known as Warm Consultative Transfers.

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