

# Assessment Report: Current capabilities of 2-1-1 call centers and local service providers.

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## **Text-Enabled CVE Gatekeeper Intervention Help-Line & Referral System**

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## **Current capabilities of the call centers: common both to Atlanta & Orlando**

### **Full Texting Capabilities**

As mentioned in the “site selection brief,” previously delivered to DHS S&T, the call centers are equipped to interface with the public via telephonic or texting platforms. Perhaps not surprisingly, both sites report an increase in communications with the public (hereafter “clients), via text—including such use among senior citizens—over (approximately) the past three years. Additionally, the call centers can transition a text-based communication to speaking in-person (i.e., by voice) if clients prefer, or vice versa.

### **Phone to Text Referrals**

For clients with text-enabled phones, the call centers can send referrals to their cell phones by text. That eliminates clients’ need to write down referrals: reducing human error, and providing clients with a ready-reference of referrals on their phones.

### **Incoming assessment of calls**

Presently, the call centers’ information and referral specialists (i.e., agents/operators, hereafter “I&R specialists”) are trained to assess clients’ presenting issues regarding whether they represent a danger to the client or others. If so, the police are notified immediately (more on this procedure to follow). However, they are not trained to assess and refer clients who have concerns that a third party (e.g., a friend or loved one) might commit ideologically-motivated violence against others.

Regarding the aforementioned police notifications, during such calls, the police are contacted (by another I&R specialists or a supervisor), and provided with information about

the call (including the phone number, if available), while the first I&R specialist attempts to continue communicating with the client. Neither 2-1-1 call-center has the capability of tracing the location of phone calls, though the police have such capability. In addition to contacting the police, I&R specialists can notify a mobile crisis unit whose staff are trained to deescalate such crises.<sup>1</sup>

**Emergency Keywords:** During an emergency impacting a given 2-1-1 jurisdiction, call centers can temporarily activate a text keyword that will allow the centers to triage calls and texts: prioritizing those that are for the emergency in question or directing those clients to a specific que while handling “business as usual” calls and texts separately. Such publicized keywords enable clients to obtain information that is relevant to them at a given moment. For example, 2-1-1 centers could publicize that residents should “text ‘tornado’ to 898211” to receive current information about available shelters and other resources. Information that residents receive when they text the keyword can be easily updated, which can help reduce the load on call centers’ phone systems.

### **Referral keywords**

For non-emergency calls, I&R specialists listen to clients’ presenting issues, and enter keywords (stated or implied by clients) into their referral resource database. That database returns lists of prospective resources for I&R specialists to provide to clients. This procedure

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<sup>1</sup> In Orlando, the mobile crisis unit serves only youth in Orange County.

does not differ whether the communication is conducted by voice or text. However, such communications tend to be slower when conducted via text.

With respect to keywords that could be used to refer clients to resources intended to assist in preventing ideologically-motivated violence, I&R specialists have expressed that they presently are unaware/unequipped with such keywords. Similarly, I&R specialists report being unaware/unequipped with information or resources to offer clients (other than referrals to law enforcement), should clients be concerned about a third party's intent to engage in, or otherwise support, ideologically-motivated violence.

### **Conference/3-way calls**

After retrieving referral resources for clients, I&R specialists provide those referrals to clients verbally and/or via text message. Furthermore, specialists offer to transfer clients to clients' referral resource of choice, including the police. Additionally, this can be done via a 3-way call whereby, as a courtesy to clients, I&R specialists introduce the nature of the call to the 3<sup>rd</sup> party on the clients' behalf (a so-called "soft transfer"). However, this process can be problematic if/when the 3<sup>rd</sup> party either has a long hold/queue time or does not answer the call.

### **Psychological "first aid"**

In addition to providing the aforementioned resources, I&R specialists offer clients what could be considered psychological "first aid." This is done, not in the form of providing advice or any other type of psychological treatment/therapy, but through "active listening:"

both to encourage clients to disclose their presenting issues and to provide clients with a sense of validation insofar as clients feel their concerns are being heard by the I&R specialists.

### **Real-time support for I&R specialists**

In the course of providing clients with resources or managing a crisis call, I&R specialists have real-time access both to their fellow I&R specialists and their supervisors: either physically (if located in the same room) if not virtually (via instant message). Such persons can offer second opinions on procedures and appropriate referral resources, and they also can provide assistance in performing other tasks (e.g., contacting the police) while the first I&R specialist continues to communicate with the client.

### **Follow-up and quality control**

In concluding calls, I&R specialists a) ask clients if the call-center may follow up with them by phone or text (clients' choice), and b) request to collect clients' basic demographic information. During such follow-ups I&R specialists ask clients whether they have accessed the referred resources, and (if so) been satisfied by the resources to which they were referred. Additionally, call-centers can establish automatic follow-up text surveys, which (as with voice follow-ups) can measure clients' resource access and clients' satisfaction. Those survey results are automatically saved to a database and are readily available for analysis.

Regarding quality control, after every crisis call, I&R specialists debrief with their supervisors and any/all colleagues who assisted on the call. This serves both as a kind of quality control and continuing education for I&R specialists. Additionally, the call-centers

employ quality control supervisors who monitor I&R specialists to maintain compliance with policies and procedures.

### **Appointment Management**

I&R specialists can auto-schedule appointments for clients (i.e., to referral resources), if a given referral resource is technologically equipped to interface with the call-center's scheduling software. Additionally, reminders of appointment locations, dates and times can be sent automatically to clients.

### **Automated Triage and Referral Delivery**

By way of source codes (i.e., publicized numeric codes entered by clients, similar to "hashtags") calls can be triaged/prioritized in the call-centers queues and/or routed to a given call-center tasked with responding to a given issue.

Additionally, by combining text triage capability with their texting platform's ability to provide automated reminders, call-centers can auto-triage and auto-deliver pertinent referrals for a given presenting issue. For example, the system can initially gather clients' zip codes, enabling the system to supply, automatically, referrals available in clients' jurisdictions.

### **Referral network**

The call-centers' referral resources are maintained by dedicated data base/community resource managers. Referral partners are added to the databases if they meet the inclusion criteria: non-profit status, registered with the state secretary, with all applicable licenses

maintained. Those criteria are verified by the managers on an annual basis. Additionally, those managers can perform site visits (e.g., in response to negative client feedback about a given resource). Updates to the database occur in real-time, hence are reflected immediately among the resources available to I&R specialists.

### **Training**

Newly hired I&R specialists receive extensive training in call-center policies and procedures, including practical role playing exercises and supervised on-the-job training. Additionally, they receive (at a minimum) annual continuing education/training. However, I&R specialists have expressed that they have not been trained to inform or refer clients with respect to presenting issues related to the prevention of ideologically-motivated violence. However, they are trained to probe for whether a client is a danger to themselves or others (which would mandate such clients to be reported to police).

### **Evaluation**

As mentioned, the call-centers maintain statistics with respect to self-reported client demographics, and data from (client consented) follow-up calls/texts. Additionally, their text-based system can log a vast array of call related data. Examples include: call-in source codes, keywords entered, follow-up survey results linked to a given referral, transcripts of texting communications (even if completed over the course of multiple text encounters).

Additionally, data can be provided to call-centers by their referral partners. Such data can include the volume of referrals that the partner received from the call-centers in a given

period of time. However, some referral partners (notably those with little operational capacity) do not collect or report such data.

## **Current capabilities of the call centers: Differences between Atlanta and Orlando**

### **Cross-training**

Among the few differences with respect to the current capabilities of the call centers in Atlanta versus Orlando, is that the call-center in Atlanta does not cross-train their I&R specialists with personnel from other organizations. Whereas, in Orlando, I&R specialists receive annual continuing education/training, not only from the call-center's in-house trainers, but from personnel employed outside the organization (e.g., training provided by 9-1-1 personnel).

### **Crisis-line designation**

Currently, the Orlando-based call-center is designated, not only as an information and referral service, but as the crisis hotline for the three counties in the immediate vicinity. (However, it does not hold such a designation beyond those counties, because those other counties have their own crisis systems.) In contrast, the Atlanta-based call-center, though capable of vetting and referring crisis calls, is designated not as a crisis line but solely as an information and referral hotline.

### **Follow-ups**

Whereas I&R specialists, from both sites, request permission of clients to follow-up with them, the Atlanta-based call-center performs those follow-ups on a random sample, whereas the Orlando call-center does so with every client who grants such permission.

## Mapping of local area service providers

### Rich network of local partners.

As detailed in the “Site selection brief,” previously delivered to DHS S&T, the call-centers were selected, in part, due to their rich (i.e., abundant, multi-disciplinary, cooperative) and vast array of local referral partners. For example, the directory of referral partners in Atlanta is over 700 pages in length.

The following are the fifteen most-referred partners, per location, along with sub-listings of the services provided by each partner. The top ten agencies, per location, have been highlighted.

### Orlando (Heart of Florida United Way 2-1-1)

#### Statistical Report

#### Agency Name Referred and Referred Services 4/1/2017 to 5/1/2017

Total Contacts in Date Range: 18364

<b>1536</b>	<b>(19.733%)</b>	<b>SALVATION ARMY - ORANGE COUNTY</b>
580		Rent Payment Assistance
411		Electric Service Payment Assistance
321		Community Shelters
105		Transitional Housing/Shelter
101		Food Pantries
27		Water Service Payment Assistance
21		Mortgage Payment Assistance
12		Soup Kitchens
9		Gas Service Payment Assistance
7		Independent Living Communities/Complexes
<b>1279</b>	<b>(16.431%)</b>	<b>CHRISTIAN SERVICE CENTER FOR CENTRAL FLORIDA</b>
663		Rent Payment Assistance
468		Electric Service Payment Assistance
148		Food Pantries
34		General Clothing Provision
9		Soup Kitchens
<b>1076</b>	<b>(13.823%)</b>	<b>ORANGE COUNTY GOVERNMENT</b>
603		Rent Payment Assistance
425		Electric Service Payment Assistance

	28	Water Service Payment Assistance
	23	Mortgage Payment Assistance
	12	Gas Service Payment Assistance
	3	Weatherization Programs
	2	General Counseling Services
	1	Free School Supplies
	1	Heating Fuel Payment Assistance
	1	Recycling
	1	Refuse Collection
	1	Sanitary Landfills
<b>350</b>		<b>(4.496%) ORLANDO UNION RESCUE MISSION</b>
	276	Transitional Housing/Shelter
	77	Community Shelters
<b>341</b>		<b>(4.381%) COALITION FOR THE HOMELESS OF CENTRAL FLORIDA</b>
	200	Community Shelters
	146	Transitional Housing/Shelter
	18	Soup Kitchens
	2	Substance Use Disorder Counseling
	1	GED/High School Equivalency Test Instruction
<b>289</b>		<b>(3.713%) RESCUE OUTREACH MISSION OF CENTRAL FLORIDA</b>
	233	Community Shelters
	43	Transitional Housing/Shelter
	15	Food Pantries
	3	General Clothing Provision
	1	Cold Weather Shelters/Warming Centers
<b>264</b>		<b>(3.392%) VITA ORANGE COUNTY SITES</b>
	263	Tax Preparation Assistance
<b>227</b>		<b>(2.916%) SEMINOLE COUNTY COMMUNITY ASSISTANCE</b>
	111	Rent Payment Assistance
	58	Rental Deposit Assistance
	31	Electric Service Payment Assistance
	10	Utility Deposit Assistance
	5	Water Service Payment Assistance
	4	Home Rehabilitation Grants
	4	Tuition Assistance
	3	Homeless Financial Assistance Programs
	3	Veteran Benefits Assistance
	2	Mortgage Payment Assistance
	1	Burial/Cremation Expense Assistance
	1	Dental Care Expense Assistance
	1	Gas Service Payment Assistance
<b>225</b>		<b>(2.891%) CATHOLIC CHARITIES - CENTRAL FLORIDA</b>
	89	Rent Payment Assistance
	82	Food Pantries
	29	Electric Service Payment Assistance
	6	Community Clinics
	5	Mortgage Payment Assistance
	3	Medical Respite Facilities/Beds for Homeless People

	2	Comprehensive Immigration/Naturalization Services
	2	Gas Service Payment Assistance
	1	Dental Care
	1	Water Service Payment Assistance
	1	Youth Community Service Programs
<b>184</b>	<b>(2.364%)</b>	<b>THE SHARING CENTER</b>
	119	Rent Payment Assistance
	28	Electric Service Payment Assistance
	23	Food Pantries
	6	Water Service Payment Assistance
	5	Homeless Drop In Centers
	3	Undesignated Temporary Financial Assistance
	2	Clothing Donation Programs
	2	Local Transit Passes
	2	Mortgage Payment Assistance
	1	Gas Service Payment Assistance
	1	General Clothing Provision
	1	Household Goods Donation Programs
<b>165</b>	<b>(2.12%)</b>	<b>HEART OF FLORIDA UNITED WAY</b>
	99	Electric Service Payment Assistance
	14	Job Search/Placement
	13	Early Intervention for Children with Disabilities/Delays
	13	Rent Payment Assistance
	6	General Legal Aid
	4	Veteran Education Benefits
	4	Volunteer Recruitment/Coordination Volunteer Opportunities
	3	Case/Care Management
	3	Volunteer Recruitment/Placement
	3	Water Service Payment Assistance
<b>162</b>	<b>(2.081%)</b>	<b>HOPE HELPS</b>
	115	Rent Payment Assistance
	35	Electric Service Payment Assistance
	9	Food Pantries
	5	Water Service Payment Assistance
<b>157</b>	<b>(2.017%)</b>	<b>OSCEOLA COUNTY HUMAN SERVICES</b>
	80	Rent Payment Assistance
	53	Rental Deposit Assistance
	11	Utility Deposit Assistance
	6	Homeless Financial Assistance Programs
	3	Dental Care
	3	Home Rehabilitation Grants
	1	Housing Down Payment Loans/Grants
<b>155</b>	<b>(1.991%)</b>	<b>HEART TO HEART FAMILY SERVICES OF CENTRAL FLORIDA</b>
	155	Transitional Housing/Shelter
	1	Case/Care Management
<b>144</b>	<b>(1.85%)</b>	<b>COMMUNITY LEGAL SERVICES OF MID-FLORIDA</b>
	118	General Legal Aid

- 15 Eviction Prevention Legal Assistance
- 9 Landlord/Tenant Dispute Resolution
- 2 Mortgage Delinquency and Default Counseling

**United Way of Greater Atlanta**  
**Statistical Report**  
**Agency Name Referred and Referred Services**  
**04/01/2017 To 04/30/2017**

**Total Contacts in Date Range: 12919**

1	2681	20.752%	Salvation Army - Metro Atlanta Area Command
	1187	44.275%	Rent Payment Assistance
	735	27.415%	Electric Service Payment Assistance
	329	12.272%	Community Shelters
	215	8.019%	Gas Service Payment Assistance
	197	7.348%	Water Service Payment Assistance
	193	7.199%	Transitional Housing/Shelter
	191	7.124%	Food Pantries
	57	2.126%	Mortgage Payment Assistance
	23	0.858%	Independent Living Communities/Complexes
	16	0.597%	Prescription Expense Assistance
	10	0.373%	Residential Drug Use Disorder Treatment Facilities
	6	0.224%	Residential Alcohol Use Disorder Treatment Facilities
	6	0.224%	Thrift Shops
	5	0.186%	General Clothing Provision
	4	0.149%	Extreme Cold Weather Shelters
	4	0.149%	Summer Youth Employment Programs
	3	0.112%	Court Ordered Individuals
	1	0.037%	Animal Food/Supplies Donation Programs
	1	0.037%	Bathing Facilities
	1	0.037%	Bedding/Linen Donation Programs
	1	0.037%	Boys/Girls Clubs
	1	0.037%	Drug Use Disorder Support Groups
	1	0.037%	Food Donation Programs
	1	0.037%	Homeless Motel Vouchers
	1	0.037%	Laundry Facilities
			<b>3189 TOTAL Referred Services</b>
2	1292	10.001%	Society of St. Vincent de Paul, Atlanta
	671	51.935%	Rent Payment Assistance
	370	28.638%	Electric Service Payment Assistance
	190	14.706%	Food Pantries
	119	9.211%	Gas Service Payment Assistance
	100	7.74%	Water Service Payment Assistance
	51	3.947%	Mortgage Payment Assistance
	38	2.941%	General Clothing Provision
	26	2.012%	Prescription Expense Assistance
	17	1.316%	Medical Care Expense Assistance
	11	0.851%	Motel Bill Payment Assistance
	9	0.697%	Thrift Shops
	3	0.232%	Benefits Screening
	2	0.155%	Formula/Baby Food
	2	0.155%	Gas Money
	1	0.077%	Automobile Donation Programs
	1	0.077%	Furniture/Home Furnishings Donation Programs

			1	0.077%	GED/High School Equivalency Test Instruction	
			<b>1612 TOTAL Referred Services</b>			
3	782	6.053%	Georgia Housing Search			
			364	46.547%	Low Income/Subsidized Private Rental Housing	
			344	43.99%	Housing Search Assistance	
			46	5.882%	Market Rate Rental Housing Listings	
			19	2.43%	Senior Housing Information and Referral	
			16	2.046%	Low Cost Home Rental Listings	
			2	0.256%	Listing Services for Landlords/Property Managers	
			<b>791 TOTAL Referred Services</b>			
4	643	4.977%	Atlanta Mission - My Sister's House			
			590	91.757%	Community Shelters	
			18	2.799%	Soup Kitchens	
			13	2.022%	Job Search/Placement	
			5	0.778%	Sober Living Homes for People Recovering From a Drug Use Dis	
			3	0.467%	General Clothing Provision	
			3	0.467%	Residential Drug Use Disorder Treatment Facilities	
			2	0.311%	Extreme Cold Weather Shelters	
			2	0.311%	Residential Alcohol Use Disorder Treatment Facilities	
			2	0.311%	Sober Living Homes for People Recovering From an Alcohol Use	
			1	0.156%	Day Shelters	
			<b>639 TOTAL Referred Services</b>			
5	620	4.799%	Decatur Cooperative Ministry, Inc.			
			264	42.581%	Transitional Housing/Shelter	
			209	33.71%	Rent Payment Assistance	
			130	20.968%	Electric Service Payment Assistance	
			39	6.29%	Gas Service Payment Assistance	
			36	5.806%	Water Service Payment Assistance	
			6	0.968%	Local Transit Fare	
			1	0.161%	Food Cooperatives	
			<b>685 TOTAL Referred Services</b>			
6	609	4.714%	Hope Atlanta Programs of Travelers Aid			
			346	56.814%	Transitional Housing/Shelter	
			164	26.929%	Rent Payment Assistance	
			53	8.703%	Return to Point of Origin	
			16	2.627%	Homeless Family Reunification Services	
			13	2.135%	Transitional Case/Care Management	
			6	0.985%	Homeless Permanent Supportive Housing	
			6	0.985%	In Person Crisis Intervention	
			6	0.985%	Rapid Re-Housing Programs	
			4	0.657%	Neighborhood Welcoming Services	
			3	0.493%	Tourist Information	
			2	0.328%	Local Transit Fare	
			1	0.164%	Case/Care Management Referrals	
			1	0.164%	Donation Pickups	
			1	0.164%	Family Permanent Supportive Housing	
			1	0.164%	Long Distance Bus Passenger Services	
			1	0.164%	Refugee Resettlement Services	
			1	0.164%	Runaway/Homeless Youth Counseling	
			<b>625 TOTAL Referred Services</b>			
7	599	4.637%	Hosea Helps			
			304	50.751%	Rent Payment Assistance	
			220	36.728%	Electric Service Payment Assistance	

66	11.018%	Food Pantries
61	10.184%	Water Service Payment Assistance
51	8.514%	Gas Service Payment Assistance
9	1.503%	Baby Clothing
6	1.002%	Personal/Grooming Supplies
5	0.835%	Easter Events
5	0.835%	Formula/Baby Food

**727 TOTAL Referred Services**

8	490	3.793%	MUST Marietta - Ministries United for Service and Training
	400	81.633%	Community Shelters
	39	7.959%	Food Pantries
	9	1.837%	Rent Payment Assistance
	7	1.429%	Soup Kitchens
	6	1.224%	Community Clinics
	4	0.816%	Electric Service Payment Assistance
	4	0.816%	General Clothing Provision
	1	0.204%	Baby Clothing
	1	0.204%	Court Ordered Individuals
	1	0.204%	Formula/Baby Food
	1	0.204%	Gas Service Payment Assistance
	1	0.204%	Homeless Permanent Supportive Housing
	1	0.204%	Job Readiness
	1	0.204%	Mentoring Services Volunteer Opportunities
	1	0.204%	Public Speaking Volunteer Opportunities

**477 TOTAL Referred Services**

9	483	3.739%	City of Refuge, Inc.
	296	61.284%	Transitional Housing/Shelter
	180	37.267%	Community Shelters
	12	2.484%	General Clothing Provision
	3	0.621%	Community Clinics

**491 TOTAL Referred Services**

10	468	3.623%	Ben Hill United Methodist Church
	238	50.855%	Rent Payment Assistance
	183	39.103%	Electric Service Payment Assistance
	78	16.667%	Food Pantries
	62	13.248%	Water Service Payment Assistance
	47	10.043%	Gas Service Payment Assistance

**608 TOTAL Referred Services**

455	3.522%	Partnership for Community Action, Inc. - Clarkston Headquarters	
	383	84.176%	Rent Payment Assistance
	30	6.593%	Electric Service Payment Assistance
	19	4.176%	Mortgage Payment Assistance
	13	2.857%	Gas Service Payment Assistance
	10	2.198%	Motel Bill Payment Assistance
	3	0.659%	Job Search/Placement
	3	0.659%	Rental Deposit Assistance
	2	0.44%	Donation Pickups
	1	0.22%	Head Start Sites
	1	0.22%	Job Interview Training
	1	0.22%	Transitional Case/Care Management

**466 TOTAL Referred Services**

412	3.189%	Internal Revenue Service/IRS	
	305	74.029%	VITA Program Sites

		88	21.359%	Tax Agency Tax Preparation Assistance	
		5	1.214%	General Federal Income Tax Information	
		5	1.214%	Tax Forms	
		3	0.728%	Taxpayer Information Lines	
		2	0.485%	Local Income Tax Information	
		2	0.485%	State Income Tax Information	
		2	0.485%	VITA Program Coordination	
		1	0.243%	Earned Income Credit Information	
		1	0.243%	General Business Tax Information	
		<b>414 TOTAL Referred Services</b>			
383	2.965%	Initiative for Affordable Housing, Inc.			
		238	62.141%	Housing Search Assistance	
		152	39.687%	Transitional Housing/Shelter	
		1	0.261%	Court Ordered Individuals	
		<b>391 TOTAL Referred Services</b>			
298	2.307%	Atlanta Regional Commission - Area Agency on Aging, Aging and Disability Resourc			
		102	34.228%	Senior Housing Information and Referral	
		98	32.886%	Specialized Information and Referral	
		41	13.758%	Senior Advocacy Groups	
		31	10.403%	Area Agencies on Aging	
		14	4.698%	Home Delivered Meals	
		11	3.691%	Senior Community Service Employment Programs	
		5	1.678%	Assisted Living Facilities	
		5	1.678%	Homemaker Assistance	
		3	1.007%	Adult In Home Respite Care	
		2	0.671%	Adult Day Program Centers	
		2	0.671%	Personal Care	
		1	0.336%	Children's In Home Respite Care	
		1	0.336%	Consumer Education	
		1	0.336%	Geriatric Assessment	
		1	0.336%	Home Health Aide Services	
		1	0.336%	Long Term Case/Care Management	
		1	0.336%	Medic Alert	
		<b>320 TOTAL Referred Services</b>			
278	2.152%	Fulton Atlanta Community Action Authority			
		241	86.691%	Electric Service Payment Assistance	
		62	22.302%	Gas Service Payment Assistance	
		2	0.719%	Adult Basic Education	
		<b>305 TOTAL Referred Services</b>			

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