

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**APPLICATION**

The 2-1-1 Northeast Michigan Call Center (formerly known as the United Way 2-1-1: Midland Call Center, and prior to that known as First Call for Help, a Service of the United Way of Midland County) (the "2-1-1 Northeast Michigan") respectfully submits this Application to the Michigan Public Service Commission (the "MPSC" or the "Commission") pursuant to the Michigan Telecommunications Act, Public Act 179 of 1991, as amended, being codified at MCL 484.2101 et seq. (the "Act"), and specifically Section 214 of the Act (MCL 484.2214). Generally speaking, this Application is seeking the MPSC to issue an order for 2-1-1 designation related to the following 13 counties: Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties. Yet consistent with the MPSC's prior stance to make 2-1-1 designations based on exchanges, this Application requests that the MPSC issue an order assigning the telephone digits 2-1-1 to 2-1-1 Northeast Michigan, and designate 2-1-1 Northeast Michigan as the 2-1-1 answering point for the following 74 exchanges located in the Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties:

Akron (Bay and Tuscola Counties); Alger (Arenac and Ogemaw Counties); Alpena (Alcona, Alpena, Montmorency and Presque Isle Counties); Atlanta (Alcona, Alpena, Montmorency, Oscoda, Otsego and Presque Isle Counties); Auburn (Bay, Midland and Saginaw Counties); Au Gres (Arenac and Iosco Counties); Bad Axe (Huron and Tuscola Counties); Bay City (Bay, Saginaw and Tuscola Counties); Bay Port (Huron County); Brant (Saginaw and Shiawassee Counties); Caro (Tuscola County); Caseville (Huron County); Cass City (Huron, Sanilac and Tuscola Counties); Charlevoix (Antrim, Charlevoix and Emmet Counties); East Tawas (Arenac and Iosco Counties); Elkton (Huron and Tuscola Counties); Fairgrove (Bay, Saginaw and Tuscola Counties); Fairview (Alcona, Montmorency, Oscoda Counties); Frankenmuth (Saginaw and Tuscola Counties); Freeland (Bay, Midland and Saginaw Counties); Gagetown (Huron and Tuscola Counties); Gaylord (Antrim, Charlevoix, Crawford, Montmorency, Otsego and Presque Isle Counties); Gladwin (Arenac, Bay, Clare, Gladwin, Isabella, Ogemaw, Roscommon Counties); Glennie (Alcona, Iosco and Oscoda Counties); Grayling (Antrim, Crawford, Kalkaska, Missaukee, Montmorency, Oscoda, Otsego and Roscommon Counties); Harbor Beach (Huron and Sanilac Counties); Harrisville (Alcona, Alpena and Iosco Counties); Hemlock (Midland and Saginaw Counties); Higgins Lake (Crawford, Missaukee and Roscommon Counties); Hillman (Alcona, Alpena, Montmorency and Presque Isle Counties); Hope (Bay, Gladwin and Midland Counties); Houghton Lake (Clare, Gladwin, Missaukee and Roscommon Counties); Hubbard Lake (Alcona and Alpena Counties); Kinde (Huron County); Kingston – Tuscola (Lapeer, Sanilac and Tuscola Counties); Lachine (Alcona, Alpena, Montmorency and Presque Isle Counties); Lewiston (Crawford, Oscoda, Otsego and Montmorency Counties); Lincoln (Alcona,

Alpena, Iosco and Oscoda Counties); Linwood (Bay and Midland Counties); Long Lake (Alpena and Presque Isle Counties); Manistee River (Antrim, Crawford, Kalkaska, Missaukee and Roscommon Counties); Merrill (Clinton, Gratiot, Midland, Saginaw and Shiawassee Counties); Midland (Bay, Gratiot, Isabella, Midland and Saginaw Counties); Minden City (Huron and Sanilac Counties); Mio (Alcona, Crawford, Montmorency, Ogemaw, Oscoda and Roscommon Counties); Munger (Bay, Saginaw and Tuscola Counties); Omer (Arenac and Ogemaw Counties); Onaway (Cheboygan, Montmorency, Otsego and Presque Isle Counties); Oscoda (Alcona and Iosco Counties); Ossineke (Alcona and Alpena Counties); Owendale (Huron and Tuscola Counties); Pigeon (Huron and Tuscola Counties); Pinconning (Arenac, Bay, Gladwin and Midland Counties); Port Austin (Huron County); Port Hope (Huron County); Posen (Alpena, Montmorency and Presque Isle Counties); Prescott (Arenac, Iosco and Ogemaw Counties); Reese (Bay, Saginaw and Tuscola Counties); Robbs Creek (Alcona, Alpena, Montmorency and Oscoda Counties); Rogers City (Alpena and Presque Isle Counties); Roscommon (Crawford, Oscoda and Roscommon Counties); Rose City (Iosco, Ogemaw and Oscoda Counties); Saginaw (Bay, Genesee, Saginaw and Tuscola Counties); Sebewaing (Huron and Tuscola Counties); St Charles (Saginaw County); St Helen (Gladwin, Ogemaw and Roscommon Counties); Standish (Arenac, Bay and Gladwin Counties); Sterling (Arenac and Ogemaw Counties); Twinning (Arenac, Iosco and Ogemaw Counties); Ubley (Huron, Sanilac and Tuscola Counties); Unionville (Huron and Tuscola Counties); Vanderbilt (Charlevoix, Cheboygan, Otsego and Presque Isle Counties); Vassar (Saginaw and Tuscola Counties); and West Branch (Arenac, Gladwin, Ogemaw and Roscommon Counties).

Granting this request would mean that every exchange in the 13 counties (Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties) would be covered by 2-1-1 service. In support of this application, 2-1-1 Northeast Michigan states as follows.

1. Michigan 2-1-1 adopted a Business Plan in January of 2006 (See Exhibit A), which calls for seven regional 2-1-1 call centers.

2. The Northeast Michigan Regional Call Center identified in the Michigan 2-1-1 Business Plan includes Alcona, Alpena, Arenac, Bay, Clare, Crawford, Gladwin, Gratiot, Huron, Isabella and Midland, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties (as well as others), and identified a call center to be located in Midland County.

3. 2-1-1 Northeast Michigan (formerly known as the United Way 2-1-1: Midland Call Center, and prior to that known as First Call for Help, a Service of the United Way of Midland County, which shall be referred to as the "2-1-1 Northeast Michigan") is a Michigan non-profit corporation (See Exhibit B, Name Change Documentation) with its principal office and registered business address located at 220 West Main Street, Suite 100, Midland, Michigan, 48640, which provides comprehensive information and referral services to residents in Northeast Michigan.

4. The MPSC issued an Opinion and Order on July 1, 2009, designating the 2-1-1 Northeast Michigan Call Center (at the time known as the United Way 2-1-1 Midland Call Center) as the 2-1-1 comprehensive community information and referral services to residents in Clare, Gladwin, Gratiot, Isabella and Midland Counties. (Case No. U-15927, see Exhibit C). Specifically, the MPSC's July 1, 2009 Order in Case No. U-15927 designated 2-1-1 Northeast

Michigan as the 2-1-1 call center for the following 28 exchanges in those counties: Alma (Griiot County), Barryton (Isabella and Mecosta Counties), Beaverton (Clare, Gladwin, Isabella and Midland Counties), Blanchard (Isabella, Mecosta and Montcalm Counties), Breckenridge (Griiot and Midland Counties), Clare (Clare and Isabella Counties), Coleman (Isabella and Midland Counties), Crystal (Griiot and Montcalm Counties), Farwell (Clare and Isabella Counties), Freeland (Midland and Saginaw Counties), Gladwin (Clare, Gladwin and Roscommon Counties), Harrison (Clare County), Hemlock (Midland and Saginaw Counties), Hope (Bay, Gladwin and Midland Counties), Houghton Lake (Clare, Gladwin, Missaukee and Roscommon Counties), Ithaca (Griiot County), Merrill (Griiot, Midland and Saginaw Counties), Midland (Bay, Midland and Saginaw Counties), Mt. Pleasant (Isabella and Midland Counties), Pinconning (Bay, Gladwin and Midland Counties), Remus (Isabella and Montcalm Counties), Rosebush (Isabella County), Sanford (Midland County), Shepherd (Griiot, Isabella, Midland and Montcalm Counties), St. Louis (Griiot, Isabella and Midland Counties), Weidman (Isabella County), West Branch (Arenac, Gladwin, Ogemaw and Roscommon Counties), and Winn (Isabella and Montcalm Counties). The following six exchanges located within the above referenced counties were at that time, and continue to be, served by Jackson 2-1-1: Ashley, Carson City, Elsie, Maple Rapids, Middleton, and Pompeii.

5. The Michigan 2-1-1 Business Plan identifies a Northeast Michigan Regional Call Center to be located in Midland County that serves not only the five counties noted in paragraph 4 above, but also includes the thirteen counties subject to this application: Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties, as noted in paragraph 2 above.

6. Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties contain all or part of the following 85 exchanges: Akron (Bay and Tuscola Counties); Alger (Arenac and Ogemaw Counties); Alpena (Alcona, Alpena, Montmorency and Presque Isle Counties); Atlanta (Alcona, Alpena, Montmorency, Oscoda, Otsego and Presque Isle Counties); Auburn (Bay, Midland and Saginaw Counties); Au Gres (Arenac and Iosco Counties); Bad Axe (Huron and Tuscola Counties); Bay City (Bay, Saginaw and Tuscola Counties); Bay Port (Huron County); Birch Run (Genesee, Saginaw and Tuscola Counties) (served by Jackson 2-1-1 per U-16459); Brant (Saginaw and Shiawassee Counties); Caro (Tuscola County); Caseville (Huron County); Cass City (Huron, Sanilac and Tuscola Counties); Chapin (Clinton, Gratiot, Saginaw and Shiawassee Counties) (served by Jackson 2-1-1 per U-16459); Charlevoix (Antrim, Charlevoix and Emmet Counties); Chesaning (Genesee, Saginaw and Shiawassee Counties) (served by Jackson 2-1-1 per U-16459); Clifford (Lapeer, Sanilac and Tuscola Counties) (served by United Way Southeast Michigan per U-16798); Clio – Mt. Morris (Genesee, Saginaw and Tuscola Counties) (served by Jackson 2-1-1 per U-16459); East Tawas (Arenac and Iosco Counties); Elkton (Huron and Tuscola Counties); Fairgrove (Bay, Saginaw and Tuscola Counties); Fairview (Alcona, Montmorency, Oscoda Counties); Fostoria (Lapeer and Tuscola Counties) (served by United Way Southeast Michigan per U-16798); Frankenmuth (Saginaw and Tuscola Counties); Freeland (Bay, Midland and Saginaw Counties); Gagetown (Huron and Tuscola Counties); Gaylord (Antrim, Charlevoix, Crawford, Montmorency, Otsego and Presque Isle Counties); Gladwin (Arenac, Bay, Clare, Gladwin, Isabella, Ogemaw, Roscommon Counties); Glennie (Alcona, Iosco and Oscoda Counties); Grayling (Antrim, Crawford, Kalkaska, Missaukee, Montmorency, Oscoda, Otsego and Roscommon Counties); Harbor Beach (Huron and Sanilac Counties);

Harrisville (Alcona, Alpena and Iosco Counties); Hemlock (Midland and Saginaw Counties); Higgins Lake (Crawford, Missaukee and Roscommon Counties); Hillman (Alcona, Alpena, Montmorency and Presque Isle Counties); Hope (Bay, Gladwin and Midland Counties); Houghton Lake (Clare, Gladwin, Missaukee and Roscommon Counties); Hubbard Lake (Alcona and Alpena Counties); Kinde (Huron County); Kingston – Tuscola (Lapeer, Sanilac and Tuscola Counties); Lachine (Alcona, Alpena, Montmorency and Presque Isle Counties); Lewiston (Crawford, Oscoda, Otsego and Montmorency Counties); Lincoln (Alcona, Alpena, Iosco and Oscoda Counties); Linwood (Bay and Midland Counties); Long Lake (Alpena and Presque Isle Counties); Manistee River (Antrim, Crawford, Kalkaska, Missaukee and Roscommon Counties); Marlette (Lapeer, Sanilac and Tuscola Counties) (served by United Way Southeast Michigan per U-16798); Mayville (Lapeer and Tuscola Counties) (served by United Way Southeast Michigan per U-16798); Merrill (Clinton, Gratiot, Midland, Saginaw and Shiawassee Counties); Midland (Bay, Gratiot, Isabella, Midland and Saginaw Counties); Millington (Genesee, Lapeer, Saginaw and Tuscola Counties) (served by Jackson 2-1-1 per U-16459); Minden City (Huron and Sanilac Counties); Mio (Alcona, Crawford, Montmorency, Ogemaw, Oscoda and Roscommon Counties); Montrose (Genesee, Saginaw and Shiawassee Counties) (served by Jackson 2-1-1 per U-16459); Munger (Bay, Saginaw and Tuscola Counties); New Lothrop (Genesee, Saginaw and Shiawassee Counties) (served by Jackson 2-1-1 per U-16459); Omer (Arenac and Ogemaw Counties); Onaway (Cheboygan, Montmorency, Otsego and Presque Isle Counties); Oscoda (Alcona and Iosco Counties); Ossineke (Alcona and Alpena Counties); Owendale (Huron and Tuscola Counties); Pigeon (Huron and Tuscola Counties); Pinconning (Arenac, Bay, Gladwin and Midland Counties); Port Austin (Huron County); Port Hope (Huron County); Posen (Alpena, Montmorency and Presque Isle Counties); Prescott (Arenac, Iosco and Ogemaw Counties);

Reese (Bay, Saginaw and Tuscola Counties); Robbs Creek (Alcona, Alpena, Montmorency and Oscoda Counties); Rogers City (Alpena and Presque Isle Counties); Roscommon (Crawford, Oscoda and Roscommon Counties); Rose City (Iosco, Ogemaw and Oscoda Counties); Saginaw (Bay, Genesee, Saginaw and Tuscola Counties); Sebewaing (Huron and Tuscola Counties); St Charles (Saginaw County); St Helen (Gladwin, Ogemaw and Roscommon Counties); Standish (Arenac, Bay and Gladwin Counties); Sterling (Arenac and Ogemaw Counties); Twinning (Arenac, Iosco and Ogemaw Counties); Ubly (Huron, Sanilac and Tuscola Counties); Unionville (Huron and Tuscola Counties); Vanderbilt (Charlevoix, Cheboygan, Otsego and Presque Isle Counties); Vassar (Saginaw and Tuscola Counties); and West Branch (Arenac, Gladwin, Ogemaw and Roscommon Counties)

7. The Birch Run, Chapin, Chesaning, Clio – Mt. Morris, Millington, Montrose and New Lothrop exchanges, which are located in part within Saginaw and Tuscola Counties, are currently and will continue to be served by the Jackson 2-1-1 Call Center, as determined by the MPSC per U-16459. The Clifford, Fostoria, Marlette, and Mayville exchanges, which are located in part within Tuscola County, are currently and will continue to be served by the United Way Southeast Michigan Call Center, as determined by the MPSC per U-16798. In addition, 2-1-1 Northeast Michigan currently serves (as determined by the MPSC per U- 15927) and will continue to serve the Alger exchange, which is located in part within Arenac County; the Freeland exchange, which is located in part within the Bay and Saginaw Counties; the Gladwin exchange, which is located in part within Arenac and Bay Counties; the Hemlock exchange, which is located in part within Saginaw County; the Hope exchange, which is located in part within Bay County; the Houghton Lake exchange, which is located in part within Roscommon County; the Merrill exchange, which is located in part within Saginaw County; the Midland

exchange, which is located in part within Bay and Saginaw Counties; the Pinconning exchange, which is located in part within Arenac and Bay Counties; the Standish exchange, which is located in part within Arenac and Bay Counties; and the West Branch exchange, which is located in part within Arenac and Roscommon Counties.

8. In making its determination to designate an information and referral answering point pursuant to Section 214 of the Act (MCL 484.2214), the Commission must consider the following four factors as set forth in subsection 3 of Section 214:

- (a) the recommendations of Michigan 2-1-1, Inc.;
- (b) whether the relevant State-endorsed community collaborative bodies are in agreement;
- (c) whether the entity has established a framework to assure the provision of coverage of the 2-1-1 telephone number 24 hours per day, seven days per week; and
- (d) whether the entity meets 2-1-1 standards adopted by the Michigan Alliance of Information & Referral Systems.

**2-1-1 Northeast Michigan meets the first factor specified in MCL 484.2214(3)(a) because Michigan 2-1-1 has recommended that the 2-1-1 Northeast Michigan Call Center be designated as the 2-1-1 answering point for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties.**

9. The first consideration pursuant to MCL 484.2214(3)(a) is the recommendation of Michigan 2-1-1, Inc.

10. 2-1-1 Northeast Michigan completed an extensive application seeking the recommendation from Michigan 2-1-1 to authorize and support the designation as the 2-1-1

information and referral answering point for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties.

11. The designation would be consistent with the Michigan 2-1-1 Business Plan, which calls for the 2-1-1 Northeast Michigan Call Center to serve Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties (as well as others), and documents 2-1-1 Northeast Michigan's commitment to working with partners to implement 2-1-1 throughout the State of Michigan.

12. On December 15, 2011, 2-1-1 Northeast Michigan received a recommendation and endorsement from Michigan 2-1-1 to serve as the designated 2-1-1 community answering point for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties (See Exhibit D).

**2-1-1 Northeast Michigan meets the second factor specified in MCL 484.2214(3)(b) because the relevant State-endorsed community collaborative bodies are in agreement that the 2-1-1 designation for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties should be granted to 2-1-1 Northeast Michigan.**

13. The second consideration pursuant to MCL 484.2214(3)(b) is the agreement of the State-endorsed community collaborative bodies.

14. The Alcona County Collaborative Council is the State-endorsed community collaborative body for Alcona County. At its regular meeting held on November 8, 2011, the Alcona County Collaborative Council voted unanimously to endorse 2-1-1 Northeast Michigan. The Alcona County Collaborative Council provided a letter of support dated December 2, 2011,

recommending that the United Way 2-1-1 Midland Call Center (formally known as 2-1-1 Northeast Michigan) be awarded the designation as the 2-1-1 information and referral answering point for Alcona County (See Exhibit E).

15. The Alpena County Human Services Coordinating Council is the State-endorsed community collaborative body for Gladwin County. At its meeting held in October of 2011, the Alpena County Human Services Coordinating Council affirmed its endorsement and support of 2-1-1 Northeast Michigan as the designated 2-1-1 call center for Alpena County. The Alpena County Human Services Coordinating Council provided a letter of support to this effect dated October 19, 2011. (See Exhibit F).

16. The Arenac County Multi Purpose Collaborative Body & Strong Families / Safe Children Coordinating Council is the State-endorsed community collaborative body for Arenac County. At its meetings held in both February and October of 2011, the Arenac County Multi Purpose Collaborative Body & Strong Families / Safe Children Coordinating Council voted to support and endorse 2-1-1 Northeast Michigan as the designated 2-1-1 call center for Arenac County. Arenac County Multi Purpose Collaborative Body & Strong Families / Safe Children Coordinating Council provided a letter of support to this effect dated October 11, 2011. (See Exhibit G).

17. The Bay Human Services Collaborative Council is the State-endorsed community collaborative body for Bay County. At its meetings held in both April and October of 2011, the Bay Human Services Collaborative Council voted to endorse 2-1-1 Northeast Michigan as the designated 2-1-1 call center for Bay County. The Bay Human Services Collaborative Council provided a letter of support to this effect dated November 16, 2011. (See Exhibit H).

18. The Crawford County Collaborative Body is the State-endorsed community collaborative body for Crawford County. At its meeting held in October of 2011, the Crawford County Collaborative Body voted to endorse United Way 2-1-1 Midland Call Center (formally known as 2-1-1 Northeast Michigan) as the designated 2-1-1 call center for Crawford County. The Crawford County Collaborative Body provided a letter of support to this effect dated October 18, 2011. (See Exhibit I).

19. The Huron County Community Collaborative is the State-endorsed community collaborative body for Huron County. At its meeting held in October of 2011, the Huron County Community Collaborative voted to endorse United Way 2-1-1 Midland Call Center (formally known as 2-1-1 Northeast Michigan) as the designated 2-1-1 call center for Huron County. The Huron County Community Collaborative provided a letter of support to this effect dated October 3, 2011. (See Exhibit J).

20. The Montmorency County Community Collaborative is the State-endorsed community collaborative body for Montmorency County. At its meeting held in October of 2011, the Montmorency County Community Collaborative voted to endorse 2-1-1 Northeast Michigan as the designated 2-1-1 call center for Montmorency County. The Montmorency County Community Collaborative provided a letter of support to this effect dated October 24, 2011. (See Exhibit K).

21. The Oscoda County Human Service Coordinating Council is the State-endorsed community collaborative body for Oscoda County. At its meeting held in November of 2011, the Oscoda County Human Service Coordinating Council voted to endorse 2-1-1 Northeast Michigan as the designated 2-1-1 call center for Oscoda County. The Oscoda County Human

Service Coordinating Council provided a letter of support to this effect dated December 2, 2011. (See Exhibit L).

22. The Otsego Human Services Network is the State-endorsed community collaborative body for Otsego County. At its meeting held in October of 2011, the Otsego Human Services Network voted to endorse United Way 2-1-1 Midland Call Center (formally known as 2-1-1 Northeast Michigan) as the designated 2-1-1 call center for Otsego County. The Otsego Human Services Network provided a letter of support to this effect dated October 19, 2011. (See Exhibit M).

23. The Presque Isle County Human Services Coordinating Council is the State-endorsed community collaborative body for Presque Isle County. At its meeting held in October of 2011, the Presque Isle County Human Services Coordinating Council voted to endorse 2-1-1 Northeast Michigan as the designated 2-1-1 call center for Presque Isle County. The Presque Isle County Human Services Coordinating Council provided a letter of support to this effect dated October 6, 2011. (See Exhibit N).

24. The Roscommon Human Service Collaborative Body is the State-endorsed community collaborative body for Roscommon County. At its meeting held in October of 2011, the Roscommon Human Service Collaborative Body voted to endorse United Way 2-1-1 Midland Call Center (formally known as 2-1-1 Northeast Michigan) as the designated 2-1-1 call center for Roscommon County. The Roscommon Human Service Collaborative Body provided a letter of support to this effect dated October 19, 2011. (See Exhibit O).

25. Alignment Saginaw is the State-endorsed community collaborative body for Saginaw County. At its meetings held in October of 2010 and October of 2011, Alignment Saginaw voted to endorse 2-1-1 Northeast Michigan as the designated 2-1-1 call center for

Saginaw County. Alignment Saginaw provided a letter of support to this effect dated October 5, 2011. (See Exhibit P).

26. The Tuscola County Human Services Community Collaborative is the State-endorsed community collaborative body for Tuscola County. At its meeting held in November of 2011, the Tuscola County Human Services Community Collaborative voted to endorse United Way 2-1-1 Midland Call Center (formally known as 2-1-1 Northeast Michigan) as the designated 2-1-1 call center for Tuscola County. The Tuscola County Human Services Community Collaborative provided a letter of support to this effect dated November 17, 2011. (See Exhibit Q).

**2-1-1 Northeast Michigan meets the third factor specified in MCL 484.2214(3)(c) because 2-1-1 Northeast Michigan has established a framework to assure the provision of coverage of the 2-1-1 telephone number 24 hours per day, seven days per week in Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties.**

27. The third consideration pursuant to MCL 484.2214(3)(c) is whether the entity has established a framework to assure the provision of coverage of the 2-1-1 telephone number 24 hours per day, seven days per week.

28. The 2-1-1 Northeast Michigan Call Center currently provides coverage for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties during general business hours (e.g., presently between the hours of 8:30 a.m. and 5:00 p.m.) and will continue to provide such coverage for these counties.

29. The 2-1-1 Northeast Michigan Call Center has entered into an agreement with Crisis Center, Inc., a Michigan non-profit corporation located in Mount Pleasant doing business as Listening Ear (referred to as “Listening Ear”), where Listening Ear will provide coverage for Clare and Isabella Counties 24 hours a day, seven days per week, and will provide after-hours (e.g., presently planned from 5:00 p.m. to 8:30 a.m.) coverage for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties, so that there is a framework for coverage of the 2-1-1 telephone number 24 hours per day, seven days per week in all five counties, including Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties (See Exhibit R).

30. Assurance that 2-1-1 Northeast Michigan will provide information and referral services in Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties is demonstrated by its ongoing and consistent efforts to bring the 2-1-1 service to the thirteen county region. In addition, as further assurance, 2-1-1 Northeast Michigan has been providing information and referral services to Clare, Gladwin, Gratiot, Isabella and Midland Counties as the designated 2-1-1 call center since 2008. The 2-1-1 Northeast Michigan Call Center has sufficient resources to provide the services not only in Clare, Gladwin, Gratiot, Isabella and Midland Counties, but to Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties as well.

31. The Michigan Alliance of Information & Referral Systems has created standards for 2-1-1 Call Centers, which include a provision that “The Call Center shall be accessible by operating on a 24/7 basis, without assessing a direct charge against callers, and demonstrating a

commitment to reasonably accommodate callers with special needs.” As noted below, the Michigan Alliance of Information & Referral Systems has determined that 2-1-1 Northeast Michigan has met this specific requirement for the thirteen county regional area to be served.

**2-1-1 Northeast Michigan meets the fourth factor specified in MCL 484.2214(3)(d) because 2-1-1 Northeast Michigan meets the 2-1-1 standards adopted by the Michigan Alliance of Information & Referral Systems.**

32. The fourth and final consideration pursuant to MCL 484.2214(3)(d) is meeting the 2-1-1 standards adopted by the Michigan Alliance of Information & Referral Systems.

33. On November 30, 2011, 2-1-1 Northeast Michigan received the Michigan Alliance of Information & Referral Systems’ endorsement to be the designated 2-1-1 information and referral answering point for Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties (See Exhibit S).

34. In its endorsement process, the Michigan Alliance of Information & Referral Systems set fourth four standards with specific requirements under each standard. The Michigan Alliance of Information & Referral Systems determined that 2-1-1 Northeast Michigan met each requirement, and therefore met the Michigan 2-1-1 Call Center Standards.

35. In providing this endorsement, the Michigan Alliance of Information & Referral Systems determined that 2-1-1 Northeast Michigan met the Michigan 2-1-1 standards as required by MCL 484.2214(3)(d).

Wherefore, the Petitioner, the 2-1-1 Northeast Michigan Call Center, respectfully requests:

A. The Commission assign to 2-1-1 Northeast Michigan the telephone digits 2-1-1 and designate it as the community resource information and referral answering point for the 74 exchanges listed in the introductory paragraph above on pages 2 and 3, which exchanges are located in whole or in part within Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Isle, Roscommon, Saginaw, and Tuscola Counties;

B. The Commission prescribe appropriate interconnection orders; and

C. The Commission grant 2-1-1 Northeast Michigan any such further relief as the Commission may deem just and equitable.

Respectfully Submitted,

*Daniel R. Martin*

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Daniel R. Martin (P53532)  
Counsel for the Joint Petitioners  
Scholten Fant  
100 North Third Street  
PO Box 454  
Grand Haven, Michigan 49417-0454  
(616) 842-3030

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit A**

**Michigan 2-1-1 Business Plan**



***Michigan 2-1-1***

**BUSINESS PLAN**

***January 2006***

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### CONTACT

Nancy Lindman  
Michigan 2-1-1 Director  
Michigan Association of United Ways  
1627 Lake Lansing Road, Suite B  
Lansing, MI 48912  
nlindman@uwMich.org  
517 371-4360 x14

*Consultant support for development of this business plan was provided by the Civil Society Consulting Group LLC in Washington, DC.*



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## EXECUTIVE SUMMARY

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### What is 2-1-1?

In July 2000 the Federal Communications Commission assigned the three-digit dialing code 2-1-1 for the exclusive purpose of providing widespread access to community information and referral services. Once described as “elegant in its simplicity,” 2-1-1 is an easy to remember phone number linking callers in need to available health and human service programs and providing information important in preparing for and recovering from natural and man-made disasters. In January 2006, there were 171 active 2-1-1 systems operating in all or part of 32 states, the District of Columbia and Puerto Rico, reaching more than 139 million Americans, over 46% of the U.S. population.

### 2-1-1 in Michigan

This plan proposes creation of an integrated statewide 2-1-1 system, *Michigan 2-1-1*, that will make 2-1-1 services available to everyone in all of Michigan’s 83 counties, 24/7/365 via Michigan-based telephone call centers and internet. It will be a public-private partnership embodied in an independent 501(c)3 organization governed by a board of directors representing United Ways and 2-1-1 Call Centers, state government, business, private philanthropy and the community.

Based on national trends and the state’s population, the *Michigan 2-1-1* system is projected to be handling almost 800,000 calls in its third full year of operation and over 3.6 million calls over the first five years of operation.

At the heart of the system will be the most comprehensive database of health and human services in the state, including those provided by nonprofit organizations and by government at all levels. Callers will be linked to one of seven regional call centers, staffed by nationally certified specialists prepared to help them define their need and connect them with the community resources available to help. The database also will be publicly accessible through the Internet.

**Regional 2-1-1 Centers.** There will be seven regional 2-1-1 centers that will combine three functions:

- Serving as the call center for the region;
- Developing and managing the resource database for the region, working in cooperation with sub-regional resource hubs and county contact points; and,
- Acting as the primary focal point for leadership in developing 2-1-1 in the region – serving as the primary public face, managing the collection and analysis of call data, managing regional promotion in support of statewide promotional efforts, building partnerships with funders, governments and nonprofit service providers, etc.

Each Regional 2-1-1 Center will be staffed with trained and certified call specialists and resource specialists.

**Resource Hubs.** In six of the regions, excluding Southeast, there will be one or more sub-regional resource hubs, a total of ten statewide. Each will be staffed with no more than the equivalent of one full-time staff person who will be trained and certified as a resource specialist. The responsibilities of the resource hubs are to:

- Have primary responsibility for the development and maintenance of the resource database for their portion of the overall region, working in close collaboration and under the supervision of the Regional 2-1-1 Center; and,
- Serving as the “face” of 2-1-1 in their portion of the overall region - in their home counties and, as appropriate, in immediately surrounding counties – promoting 2-1-1, taking the lead in analyzing call data and providing it to

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policy makers and funders, building community partnerships in support of 2-1-1, etc.

The locations for the resource hubs will be determined by using such criteria as:

- Location of significant population centers;
- Existence of current capacity and experience in building and maintaining a resource database;
- Demonstrated leadership in I&R and in the development of 2-1-1; and,
- Geographic diversity.

**County Contact Points.** Ideally, there would be a primary contact point for 2-1-1 in each county not served by a Regional Center or a Resource Hub. This would be a nonprofit service provider, a United Way, a local government agency or even an individual who would work under the general supervision of the Regional Center to serve as the “face” of 2-1-1 in the county – assisting in collecting and updating resource data, representing 2-1-1 in the county, promoting 2-1-1, helping disseminate call data on emerging and unmet needs, etc. We recognize that, at least initially, it may not be possible to recruit contact points in each county, particularly in our less populated and more rural counties.

**Systemwide Functions.** Resource development (fund-raising, government relations and business development), marketing, database and web management, system development and technical support will be vested in a central office led by a full-time executive director.

*Michigan 2-1-1* will be a:

- **Simple, quick 24/7/365 link** to connect people efficiently and effectively to appropriate services. An easy number to remember, it will be great for cutting through confusion about complex human services and publicizing, explaining and helping people access new programs;
- **Partner in homeland security and emergency management** to assist with emergency events by providing easy access to information that needs to be communicated to citizens;
- **Partner with state government** in helping create greater efficiencies in the delivery of health and human services; and,
- **Barometer for identifying needs or gaps in service** and communicating them to public and private decision-makers and funders.

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### **Why 2-1-1 Is Important to Michigan Now**

Why is 2-1-1 critically important to the people of Michigan?

We are living through a period of economic and social transformation that has touched the lives of virtually everyone – as old jobs disappear before new ones are in place, as we seek to maximize the investment we have made in our public sector through “smart government”, as we recognize that we must give increased attention to homeland security and emergency management.

As change affects all of us and as changing economic conditions increase uncertainty and vulnerability, we must seek new ways to connect with one another and with the resources all of us will need at some point in our lives.

***It is a major challenge for people to learn about and connect with services that are available.*** Too often, people looking for help in Michigan do not know where to begin. Locating such basic resources as food, shelter, employment, or health care may mean calling dozens of phone numbers, then struggling through a maze of nonprofit organizations and public agencies, each offering a multitude of services, to make the

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right connections. These problems are exacerbated by our high rate of unemployment, our greater mobility, and our increased diversity, all of which increase complexity and erode traditional support systems.

***Greater attention is being paid to homeland security and emergency management at both the state and local levels.*** With our preparation has come the growing recognition that we also must rationalize the way in which people connect with the information they need to take care of themselves during a crisis and connect with those agencies that can help them during recovery. Attention is being given to ways to relieve the burden of inappropriate and misdirected calls on our 911 systems and to plan in advance how best to mobilize and manage our neighbors who want to volunteer their time, talent, energy, and material resources in response to disasters.

***The growing need of our population for health and human services has come up against the reality of finite public sector resources, increasing the need to connect people with the broadest possible range of community resources.*** Michigan is one of seven states with a significant increase in the poverty rate, which rose from 10.5% in 2002 to 11.5% in 2003. Michigan's child poverty rate worsened by twice as much as the national average; it rose from 14 percent in 2000 to 16 percent in 2003. People want to be self-sufficient but to do so, they need additional support through health and human services provided both by government and nonprofit organizations. One of the greatest barriers to receiving this help is the complexity of the service delivery systems.

***Michigan state government is committed to becoming smaller and more efficient, while sustaining its commitment to serving the most vulnerable.*** There is a growing consensus that we must maximize the investment that, together, we make in state and local government. The move toward "smart government" plus the very real limits on resources creates new opportunities for 2-1-1 to support and to be supported by state government

***Increasing demand for culturally sensitive social services and the ability to communicate with non-English speaking callers.*** For immigrants, access to trustworthy information that is culturally sensitive plays an important role in their development into self-supporting citizens.

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#### **The Benefits of 2-1-1**

2-1-1 will be of immediate added value:

- Providing an easy, visible, timely and non-judgmental universal access point to information and referral from a live referral specialist for people who need to turn outside their families for help that is available;
- Increasing efficiency by helping callers clearly define their needs and pointing them to the best places to seek help, reducing misdirected calls to agencies, and providing a ready resource for service providers to use in referring their current clients to additional services available from other providers and for human resource professionals to assist their organization's employees;
- Relieving some of the burden of misdirected calls to 911 and 311 call centers, particularly after normal business hours, being available as an outlet for statewide dissemination of rumor-controlled information during emergencies, and helping expand the capacity of emergency management agencies by assisting in handling calls from the public;
- Creating new knowledge about needs and gaps in services that can help elected and appointed policy-makers and public and private funders make better decisions and more effectively plan for the future; and,
- Helping people connect with opportunities to give their time and talent as volunteers to community organizations, helping to strengthen the fabric of community life.

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As a result of 2-1-1:

- Individuals will be better able to manage their own lives because they have access to the information and tools they require to find and make decisions about the support they need;
- Service providers will have an expanded knowledge of statewide resources to help them better serve their consumers;
- Policy makers and funders – both public and private – will have more complete information about trends in demand for services and early awareness of emerging needs;
- Emergency management will have access to a new statewide infrastructure to help disseminate critical information, assist people through disasters and provide long-term connection to relief and recovery services;
- Businesses will have an additional way to support their employees with their personal needs in an efficient and effective way;
- Government will have access to a proven, 24/7/365, multilingual infrastructure available to help increase its efficiency and effectiveness; and,
- Public officials will be assured that their constituents are better able to get connected with the services they need in cost-effective and responsive ways.

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**Rollout Strategy**

Since the formation of the Michigan 2-1-1 Collaborative in 1999, we have made steady progress in building needed relationships and developing our strategic and operational plans. Now, we are prepared to move forward aggressively to bring 2-1-1 to life statewide by October 2007.

Our strategy will be executed in six phases. The first three phases have already been completed. Full execution of Phase 4 and beyond, beginning January 1, 2006, is fully contingent on the availability of resources and on commitment by state government for sustained operational funding for the system. Thus, dates for those phases appear in brackets to reflect that contingency. We believe that once funding is committed, we can complete the full build-out of the system within 24 months, achieving coverage of 75% of the state population within 12 months and 100% coverage within 24 months.

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## FINANCIAL SUMMARY

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The estimated operating cost of *Michigan 2-1-1* over its first five years as a fully integrated statewide system is \$44.8 million – or an average of 90 cents per year for each person in Michigan – less than the cost of a single bottle of soda. This is better than the generally accepted rule of thumb for 2-1-1s nationwide of \$1.00 - \$1.50 per person per year.

This reflects the cost efficiencies realized because we are building primarily on the infrastructure of existing information and referral agencies. As a result, start-up costs are limited to immediate needs to enhance the telecommunications and technology capacity of the regional centers and to put in place the systemwide functions to be performed centrally. By year 3, we anticipate making a major investment in a new integrated telephone system. All of these capital costs will total approximately \$2.9 million over four years.

We have projected that over the first five years the system will handle some 3.9 million calls. The per call cost of \$11.49 also compares very favorably with other states.

Our goal is to build sustained, predictable funding for the entire *Michigan 2-1-1* system that will grow as the demands on the system grow. That requires a significant long-term commitment from state government to pay at least 50% of the total annual operating support as well as ongoing support from a broad mix of private sources – United Ways, private foundations and business – and local funding obtained by the regional call centers from local government and other sources. A coordinated effort of all of the stakeholders working with the Office of the Governor and the Michigan Legislature can result in the commitment for core funding from state government that, in turn, will leverage the private sector support needed.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Regional 2-1-1 Centers						
Southeast	1,874,498	2,182,991	2,532,281	2,645,875	2,774,426	12,010,071
Central	1,026,373	1,179,695	1,315,298	1,406,832	1,454,169	6,382,367
Southwest	690,604	783,902	858,383	885,968	937,089	4,155,946
West	631,420	700,048	779,660	803,914	841,960	3,757,002
West Central	802,809	865,561	915,417	945,542	996,189	4,525,518
Northeast	676,368	772,503	837,579	863,828	916,867	4,067,145
Upper Peninsula	447,349	482,327	506,078	520,741	535,909	2,492,405
Resource Hubs	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total, Regional Centers</b>	<b>6,649,421</b>	<b>7,467,027</b>	<b>8,244,697</b>	<b>8,572,700</b>	<b>8,956,609</b>	<b>39,890,454</b>
State Office	454,850	582,465	616,561	627,575	639,012	2,920,463
Telecommunications	250,000	250,000	500,000	500,000	500,000	2,000,000
<b>Total Operating Costs</b>	<b>7,354,271</b>	<b>8,299,492</b>	<b>9,361,258</b>	<b>9,700,275</b>	<b>10,095,621</b>	<b>44,810,917</b>

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## 2-1-1 FOR MICHIGAN

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### Background

“2-1-1” is the three digit dialing code designated in 2000 by the Federal Communications Commission to provide widespread public access to community information and referral services. In response, there has been a widespread effort nationally to develop statewide “2-1-1 systems” that will ensure that 2-1-1 becomes as ubiquitous as 911 and 411.

In Michigan, that system is envisioned as a:

- **Simple, quick 24/7/365 link** to connect people efficiently and effectively to appropriate services and to opportunities to give help through volunteering. An easy number to remember, it will be great for cutting through confusion about complex human services and publicizing, explaining and helping people with new programs;
- **Partner in homeland security and emergency management** to assist with natural and man-made disasters by providing easy access to information that needs to be communicated to our residents and ongoing connection to needed services;
- **Partner with state government** in helping create greater efficiencies in the delivery of health and human services; and,
- **Barometer** for identifying needs or gaps in service and communicating them to public and private decision-makers and funders.

The **mission** of *Michigan 2-1-1* is to connect people with information and resources to build healthy, safe communities.

Our **vision** is clear – *Michigan 2-1-1* builds stronger communities, day-to-day and in times of emergency by:

- Promoting self-reliance in reaching community resources;
- Fostering civic engagement; and,
- Providing real-time information on health and human service needs, met and unmet, in the community.

*Michigan 2-1-1* will be the most recognized, used, and comprehensive source of essential community resource information in the state, delivering highly efficient, cost-effective access to information using technology-based solutions.

Our guiding principles call for our work to be:

- **Standards based.** Reliable, accurate and consistent community resource information delivery.
- **Efficient and cost effective.** Coordinated statewide system that is a universal access point for multiple needs reducing duplication while increasing access to community resources.
- **Customer focused.** Dedicated to listening, understanding and helping people connect to services that truly meet their needs.
- **Individualized.** Personal, confidential interaction with knowledgeable staff who will respect and respond to cultural differences.

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- **Accessible.** Available 24/7/365 to all including those with sensory impairments or limited knowledge of English.
  - **Supported.** Government, business and the non-profit sector play important roles as active partners in developing and sustaining 2-1-1.
  - **Community-based.** Information collected and updated on a timely basis by those who are most familiar with local resources.
  - **Accountable.** Accurate call statistics that identify health and human service needs and help quantify effective solutions for healthy and safe communities.

*Michigan 2-1-1* will be built on what has been independently assessed nationally as the most cost-efficient model for a statewide system, combining decentralized services with shared systemwide functions. It will include:

- regional call centers;
- regional resource hubs that will contribute to an integrated, comprehensive statewide database of community resources;
- contact points for every county;
- a highly visible web site; and,
- a small state office providing marketing, resource development and management support to the entire system.

Based on the experience of 2-1-1 systems nationwide, we believe that by the third full year of operation, *Michigan 2-1-1* will be answering almost 800,000 calls annually, equivalent to about 8% of our population.

Planning for 2-1-1 began in Michigan in 1999. In 2000, Michigan Public Act 295 assigned responsibility for designation of 2-1-1 call centers to the Michigan Public Service Commission. The first 2-1-1 call centers, serving Kent and Calhoun counties, became operational in 2002. By the end of 2005, when United Way 2-1-1 in Southeast Michigan became operational, 2-1-1 was available 24/7/365 to approximately 56% of our population.

In 2004, *Michigan 2-1-1* was created by the Michigan Association of United Ways and the then existing 2-1-1 call centers to be the vehicle to implement 2-1-1 statewide. In February 2005, the board of *Michigan 2-1-1* began an intensive planning process, in partnership with the State of Michigan, to ensure full statewide 2-1-1 coverage as soon as possible. The result of that work, funded by Michigan Association of United Ways, is this business plan.

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## THE NEED FOR 2-1-1

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### The Public Impact of 2-1-1

Why is 2-1-1 critically important to the people of Michigan?

We are living through a period of economic and social transformation that has touched the lives of virtually everyone – as old jobs disappear before new ones are in place, as we seek to maximize the investment we have made in our public sector through “smart government”, as we recognize that we must give increased attention to homeland security and emergency management.

As change affects all of us and as changing economic conditions increase uncertainty and vulnerability, we must seek new ways to connect with one another and with the resources all of us will need at some point in our lives.

*“Our aim is to increase efficient access to services...2-1-1 offers an exciting opportunity to do that.”*

— Teri Takai,  
Department of  
Information  
Technology

- ***It is a major challenge for people to learn about and connect with services that are available.***

The reality is that, at some time or another, virtually all of us need to reach out for help, whether for ourselves, members of their family, or neighbors. Economic dislocation, aging, unanticipated life changes, illness can affect all of us. But the process through which people get connected to that help can be confusing, frustrating, inefficient, and stressful.

Too often, people looking for help in Michigan do not know where to begin. Locating such basic resources as food, shelter, employment, or health care may mean calling dozens of phone numbers, then struggling through a maze of nonprofit organizations and public agencies, each offering a multitude of services, to make the right connections. These problems are exacerbated by our high rate of unemployment, our greater mobility, and our increased diversity, all of which increase complexity and erode traditional support systems. One service provider summed up the problem: “Clients have a huge challenge to find the service they need. It’s as if we hide information on purpose.”

- ***Greater attention is being paid to homeland security and emergency management at both the state and local levels.***

The tragedies of September 11 and of Hurricane Katrina brought home to all of us the necessity to be prepared to respond to both natural and man-made disasters. As a result, there has been a determined effort to intensify homeland security measures, to put in place the systems required to respond to future crises, and to prepare our residents. As we have already seen in Michigan, those crises can range from something like the Detroit blackout in 2003 and the gas line break in Jackson in 2000 to the public concern over West Nile Virus and the availability of flu vaccine to the need to help evacuees from other parts of the country.

With our preparation has come the growing recognition that we also must improve the way in which people connect with the information they need to take care of themselves during a crisis and connect with those agencies that can help them during recovery. Attention is being given to ways to relieve the burden of inappropriate and misdirected calls on our 911 systems and to plan in advance how best to mobilize and manage our neighbors who want to volunteer their time, talent, energy, and material resources in response to disasters so that first responder organizations such as Red Cross and Salvation Army are not overextended.

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***“Easy access to services supports early intervention and prevention of serious problems in the first five critical years of life and early adolescence.”***

—Sharon Claytor Peters, Michigan's Children

- ***The growing need of our population for health and human services has come up against the reality of finite public sector resources, increasing the need to connect people with the broadest possible range of community resources.***

Consider these sobering statistics:

- Michigan is one of seven states with a significant increase in the poverty rate, which rose from 10.5% in 2002 to 11.5% in 2003. Michigan's child poverty rate worsened by twice as much as the national average; it rose from 14% in 2000 to 16% in 2003.
- Nearly 25% of Michigan's working families live below the income level considered necessary to meet a family's basic needs.
- More than 2.5 million or 44% of adults ages 18–64 in Michigan lack the educational attainment levels that employers in high-wage businesses are seeking. Nearly one-third of working age adults has only a high-school diploma or GED, and 40% of adult workers in Michigan have no post-secondary education.
- Michigan's infant mortality rate ranks 38<sup>th</sup> among all of the states.
- More than 100,000 Michigan children live in households where no adult works.
- In Michigan, children in low-income families are over two times more likely to have moved in the preceding year, meaning that their families do not have the local roots and support systems that can help them through difficult times.

As a result of federal and state welfare reform, there has been a significant reduction in the numbers of people receiving public assistance and an increase in the number of former recipients who have entered the paid workforce. But in order to remain self-sufficient, individuals and their families need additional support through health and human services provided both by government and nonprofit organizations. One of the greatest barriers to receiving this help is the complexity of the service delivery systems.

- ***Michigan state government is committed to becoming smaller and more efficient, while sustaining its commitment to serving the most vulnerable.***

The Governor's Office has made cost effectiveness and efficiency in government one of the state's top six priorities. Within the goal to “Make Michigan's People Healthier and Communities Stronger and More Secure,” two of the strategies directly address the need for strengthened information and referral services:

- Ensure that Michigan's vulnerable citizens have access to prevention and early intervention services; and,
- Improve the delivery of health and human services by lowering overall costs, improving technology and streamlining the way work gets done.

Similarly, the State Legislature has adopted as two of its nine bipartisan priorities:

- The most vulnerable live free from harm and as self-sufficiently as possible; and,
- Government is effective, efficient and accountable.

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- ***Increasing demand for culturally sensitive social services and the ability to communicate with non-English speaking callers.*** Southeast Michigan has a long history of racial and ethnic diversity. Today, that diversity continues to be driven largely by immigration. In the 1990s:
    - The Hispanic population grew by 53% throughout the region.
    - The Asian Pacific Islander population grew by 98% in Oakland County, 87% in Macomb County and 64% in Wayne County.
    - The Arab and Chaldean populations grew by 55% and 136% respectively in the 1990s, making their communities in the Detroit area “the largest and most diverse in the United States.”

But this growing diversity is not limited to Southeast Michigan. Statewide, almost 800,000 people, 8.5% of our population, speak a language other than English at home. In Holland, just as one example, 19% of families speak a language other than English in their homes.

For immigrants, access to trustworthy information that is culturally sensitive plays an important role in their development into self-supporting citizens. As many recently arrived immigrants often begin their life here on the margins of their communities, the need for access to employment opportunities and affordable health and child care are likely to increase as their population grows.

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## **Implications**

Our state is changing rapidly. We are continuing to grow and diversify. There will be greater need to efficiently provide health and human services to a diverse, mobile population. We will continue to be confronted with the need to be prepared to respond to both natural and manmade disasters.

It is in precisely this kind of environment that 2-1-1 can be of the most immediate added value as it becomes a “public utility” that is available in multiple languages 24/7/365:

- Providing an easy, visible, and non-judgmental single access point to information and referral for people who need help;
  - Increasing efficiency by
    - helping callers clearly define their needs and pointing them to the best places to seek help,
    - reducing misdirected calls to agencies, and
    - providing a ready resource for service providers to use in referring their current clients to additional services available from other providers and for human resource professionals to assist their organization’s employees;
  - Relieving some of the burden of misdirected calls to 911 call centers, particularly after normal business hours, being available as an outlet for statewide dissemination of rumor-controlled information during emergencies, and helping expand the capacity of emergency management agencies by assisting in handling calls from the public;
  - Creating new knowledge about needs and gaps in services that can help elected and appointed policy-makers and public and private funders make better decisions and more effectively plan for the future; and,
  - Helping people connect with opportunities to give their time and talent as volunteers to community organizations, helping to strengthen the fabric of community life.
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## THE VALUE OF 2-1-1 IN MICHIGAN

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### Overview

The contribution of 2-1-1 can be seen in three ways:

- The personal benefit to people who contact 2-1-1 for help;
- The public impact for the state as a whole; and,
- The value to specific stakeholders.

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### The Personal Benefit to Consumers

*Michigan 2-1-1* will benefit people seeking help by providing:

- Access to comprehensive, up-to-date information at any time by telephone and online;
- Confidential, judgment-free telephone interactions with trained and certified 2-1-1 specialists, based in Michigan, who are able to help people get to the root of their concerns and who can provide multiple options for services and, as needed, make multiple referrals from a single call;
- Alternative approaches to problem-solving in those situations where services may not be available;
- Referrals that are sensitive to the caller's realities, including the need for geographic proximity of services;
- Advocacy with service providers for those unable to effectively make the connection with the services they need;
- Information about both public sector and nonprofit services throughout the state, serving people wherever they and their families live and work; and,
- Multi-lingual services and access for people with sensory impairments.

2-1-1 will provide our residents with a single, easy-to-remember telephone number that will provide the information they need to efficiently access the health and human services they require. This means that they will need to spend less time in the frustrating search for assistance, will not need to “shop” for services by contacting multiple agencies, and will be able to connect as directly as possible with the agencies best prepared to help them.

By creating a brand that becomes synonymous with easy-to-access help, 2-1-1 can make it not only easier but also more acceptable to use human service systems, particularly for those who may be reluctant, because of their age or cultural perspective, or who may find it difficult to seek help.

Due to the often sensitive and complicated issues faced by callers, 2-1-1 staff will be nationally certified to national industry standards by the Alliance of Information and Referral Systems (AIRS), the professional association for over 1,000 community I&R providers, to connect callers with the best available services for their unique needs. By asking callers a succession of questions, trained staff can help identify underlying problems that must be dealt with to help people better cope with the expressed symptoms, and develop their own plan for tackling the root cause of the problem.

We already have begun to see these results from the currently operating 2-1-1s. Marianne Udow, Director of the Department of Human Services, concluded that they “have shown tangible benefits....Access to non-profit and faith-based services, as well as public health and human service agencies, has increased.”

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Similarly, a May 12, 2004 article in the Battle Creek Enquirer cites the value of 2-1-1 for a minimum wage working mother of three unable to afford health insurance. “She said she learned of MI-Child after calling 2-1-1.” 2-1-1 reaches families who are calling for other basic needs and connects them to MI-Child.

This ability to help callers clearly define their needs and then to make multiple referrals means that 2-1-1 can help people address problems as early as possible and to take preventative steps, thus adding to their long-term personal and family stability.

Sharon Claytor Peters, President and CEO, Michigan's Children, says, “2-1-1 will improve the quality of life for children and their families by connecting them with necessary health and human services. Easy access to services supports early intervention and prevention of serious problems in the first five critical years of life and early adolescence. Multi-language 2-1-1 service breaks down barriers so that all families can make important connection to services. 2-1-1 supports our 'whole child philosophy' with a comprehensive database addressing multiple problems.”

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**The Public Impact  
of 2-1-1**

*“2-1-1 provides relief  
to our caseworkers  
through a great  
database of  
community  
resources...”*

— Andy Zylstra,  
Kent County DHS

2-1-1 brings these overall benefits to the state:

- ***Helping to create new efficiencies in delivery of health and human services.***

There are three significant efficiencies that 2-1-1 will help create when it is fully operational:

- First, it can save the time and ease the frustration of consumers in their search for appropriate services for which they are eligible.
- Second, as 2-1-1 becomes more widely known and used, it will be referring ever more callers to the right places, thus relieving some of the burden on service providers of handling inappropriate calls.
- Third, it will be a resource to service providers and human resource professionals to help them do their jobs more easily – as a proven high quality service to which they can refer consumers and employees and as an immediately accessible source of information for the providers to use in making their own referrals to and connections with other providers.

Susan Cervantes, Program Supervisor at the Ottawa County Community Action Agency, says: “Not only have the wrong referrals to our agency decreased since the inception of 2-1-1 services, but the right referrals have improved our service delivery. We no longer spend half of our time with customers that were incorrectly referred to us. We are spending more time with customers who are eligible for our services. Additionally, we have been able to utilize 2-1-1 when one of our customers not only needs our assistance but the assistance dealing with another issue upon further evaluation. The ability for us to mutually refer customers is priceless.”

Andy Zylstra, Director, Kent County DHS, says, “2-1-1 provides relief to our caseworkers through a great database of community resources and an easy phone number for families to connect with needed services.” Just a 10-20 minutes per week savings by each FIA caseworker statewide would provide a \$2 million per year benefit.

- ***Providing a new resource for businesses to help their employees while maintaining their productivity.***

One of the places where the value of 2-1-1 will be most welcomed is in the workplace. Writing in *Business Direct Weekly* in May 2003, Holland, Michigan employment lawyer Ted J. Baird makes this case for 2-1-1:

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***“2-1-1 provides greater access to service needs of our jobseeker and employer customers.”***

— Bob Straits,  
Michigan Works!  
Upjohn Institute

“Businesses are working with more undereducated and unprepared workers, single-parent and two income families, employees with disabilities and an aging work force. This situation adds to the cost of doing business. The 2-1-1 service can provide the contact for individuals, families and employers that will eliminate or greatly reduce the effects of these issues. 2-1-1 has the potential to save time, decrease stress, increase employment opportunities, increase labor pools and reduce pressure on employers to increase benefits.”

Ralph W. Babb, Jr., Chairman and CEO of Comerica, says, “2-1-1 will provide a simple way for people in need to get the assistance they need in an expeditious and efficient manner. Michigan desires to attract new residents and businesses. Reinforcing the social infrastructure for a healthy community and workforce is one way to make our state more attractive.”

Anthony Earley, Jr., Chairman and CEO of DTE Energy agrees. He says, “2-1-1 has the potential to save time, support stressed employees, increase employment opportunities, decrease absenteeism and reduce pressure on employers to increase benefits. It provides a major resource in support of our employee assistance program. I support 2-1-1 as a powerful social innovation that will positively impact the health of our workforce.”

▪ ***Creating a new resource that can help our jurisdictions and our state strengthen the way they provide information to the public.***

2-1-1 complements and enhances existing state government information and assistance services by triaging a high volume of calls and ensuring that callers are directed to the right resource, thus reducing the level of inappropriate calls that are placed to those services.

In some states, 2-1-1 also has become an integral part of state government’s efforts to provide more efficient and effective services. A 2000 University of Nebraska study sites the potential of \$7.6 - \$16.5 million in annual cost savings for Nebraska resulting from such factors as: one call for multiple referrals, reduced overlapping helpline costs and improved community planning through caller data.

Connecticut provides an excellent example of how 2-1-1 can be such an asset for state government. There, 2-1-1 InfoLine, operated by United Way of Connecticut, has become a cost-effective, flexible service partner of government in two distinct ways.

First, 2-1-1 InfoLine expands the Connecticut state government’s capacity to deliver effective services, providing:

- around-the-clock response by state social workers—police and other mandated reporters call 2-1-1 after hours – for the Protective Services for the Elderly Program;
- a call point for a new consumer office in the Office of Managed Care Ombudsman;
- an I&R call center – and care coordination – for HUSKY Plan (Healthcare for Uninsured Kids & Youth), 1-877-CT-HUSKY;
- post-welfare service outreach and service referral to families after 60-month federal (and 21-month state) cutoff in Temporary Family Assistance;
- counseling for parents in choosing quality child care, locating openings, and getting help with payments; and,

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- a statewide database of community resources, and reports to government agencies on customer service barriers and human service needs.

Second, 2-1-1 InfoLine helps Connecticut state government communicate by serving as an easy-to-remember response point, staffed by highly-trained, specialized call specialists with a passion for telephone customer service, for government media campaigns, news releases, service changes:

- Department of Social Services used 2-1-1 as access point for publicity about winter heating assistance, ‘summer cooling’ program, changes to children’s health insurance;
- Department of Public Health used 2-1-1 as response point for media campaigns for breast cancer early detection, youth violence prevention, and teen pregnancy prevention; and,
- Department of Children & Families used 2-1-1 as response point for media campaigns promoting healthy parenting practices.

In one example of increased cost efficiency, their existing infrastructure of call specialists meant that InfoLine was able to staff the state’s tobacco cessation hotline, QuitLine, with only one additional staff person versus the five to seven people that the state estimated it would need to put in place.

While the specifics will differ, we believe that *Michigan 2-1-1* can grow into an equally important resource for our jurisdictions and for state government. Once its infrastructure is in place, 2-1-1 will be a way to:

- make services more accessible to our people by providing a single, easy-to-remember number, available 24/7/365 that can triage their call and direct them to the right place; and,
- increase efficiency by combining small program-specific call centers that take advantage of the trained call specialists that are already prepared to respond to people seeking help.

Teri Takai, Director of the Department of Information Technology, has recognized the potential contribution 2-1-1 can make, saying, “Our aim is to increase efficient access to services through the innovative use of technology. 2-1-1 offers an exciting opportunity to do just that.”

One early example of 2-1-1’s potential contribution is Born Learning, a statewide early childhood development education campaign. *Michigan 2-1-1* contracted with the Born Learning coalition for one of the existing 2-1-1 call centers to serve as the response point for the media campaign, providing personal telephone assistance 24/7/365 for parents and other caregivers. By utilizing a 2-1-1 call center, the campaign’s call to action receives a high level of service at a minimal incremental cost.

The 2005 General Government budget bill calls for a study across state departments to identify the cost efficiencies that can be achieved for the State of Michigan through full implementation of 2-1-1. Section 584 of SB 272 states, “The Department of Information Technology shall coordinate a study with the Department of Human Services, the Department of Community Health, the Department of Labor and Economic Growth, the Department of Education and the State Police, identifying all information and referral services for state government, including but not limited to 1 800 help lines. The report will summarize the purpose, scope and cost of each service and identify potential cost savings to the state of Michigan through the shared use of 2-1-1.” When completed in early 2006, this study will outline specific ways in which 2-1-1 can benefit state government.

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- ***Creating a new resource that can play a role in homeland security and/or serve as a support system for crisis management.***

During and immediately after emergencies our 2-1-1 system can act as a complementary support by helping reduce the overwhelming number of telephone calls to 911, emergency management and first-response organizations, thus freeing them to focus on their primary work. 2-1-1 can serve as the memorable, easy-to-access utility for residents of the entire state to call for critical information as a result of a crisis.

During recovery periods following a crisis, the system can serve as a longer-term resource by coordinating information on the status of available health and human services, connecting victims with the help they need, helping disseminate information on the details of local recovery, and potentially informing individuals where to send cash or in-kind donations or to volunteer to help.

In the aftermath of Hurricane Katrina, Michigan's 2-1-1s played key roles in relocating evacuees and connecting them with local services and in managing the response of our residents who wished to volunteer or make cash and in-kind contributions to help. In Battle Creek where there were 300 evacuees, 2-1-1 placed 185 local volunteers and identified specific needs that could be met through contributed goods and services. In Detroit, call volume increased 80% after the storm with almost all of that from calls offering assistance.

Loren Snippe, Director of the Ottawa County Department of Human Services, says, "2-1-1 was our public communication and coordination link for county-wide hurricane relief efforts. It greatly expanded our capacity to meet critical needs of evacuees and harness the willingness of folks who wanted to help."

Had the 2-1-1 system been fully operational statewide, it could have responded to the need to quickly ramp-up telephone access and absorbed the 16,000 calls that went to the specially-created state government helpline, triaging and redirecting them as appropriate.

2-1-1 also can relieve the burden on 911, both day-to-day and in times of crisis. It can remove the need for 911 to be what 911 coordinators have described as "the primary social service responder after hours and on weekends" by providing trained staff prepared to handle not only calls directed to 2-1-1 but also calls transferred from 911. During Hurricane Charley in October 2004, the 911 coordinator in Lee County, Florida, who had contracted in advance with 2-1-1 to handle calls for the county, estimated that in the week of the storm, 2-1-1 took 60,000 calls that otherwise would have gone to his 911 operators.

2-1-1 InfoLine in Connecticut was widely recognized for the role it played on September 11 and in the days following, providing a key link to information for people throughout the state and beyond, helping manage everything from blood donations to support groups.

During the 2004 hurricane emergency in Florida, 2-1-1s conclusively demonstrated the value they can add to emergency management and disaster relief. Leaders in municipal, county and state governments, in private philanthropy, and in the first-responder community agreed that 2-1-1s:

- expanded the capacity of Emergency Operations Centers (EOCs) by providing trained information and referral specialists and by offering the public an alternative access point for information;
  - became critically needed clearinghouses of information about availability of services and the status of health and human service organizations and
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*“Reinforcing the social infrastructure for a healthy community and workforce is one way to make our state more attractive.”*

— Ralph W. Babb, Jr.,  
Comerica

government agencies;

- were able to spot unmet and emerging needs, helping direct resources to high priority places;
- provided critically needed telephone reassurance and crisis support for callers, complementing the work of the EOCs;
- helped mobilize and manage volunteers and cash and in-kind donations;
- served as intake points on behalf of government agencies and nonprofit organizations, increasing the efficiency of connecting people with needed help; and,
- have continued to be a critical part of recovery efforts, providing a connection to help for people whose lives have been dramatically affected by the storm.

▪ ***Supporting economic development by helping bring new resources into the state.***

Since 2002, the Kent County Tax Credit Coalition – a partnership of Kent County Department of Human Services, United Way, United Way's 2-1-1, Delta Strategies and financial institutions – has increased the amount of Earned Income Tax Credits for county residents from less than \$200,000 to almost \$3,000,000, virtually all of which was reinvested within the county. A key component of their work has been the marketing of 2-1-1 as the phone number to call for help with EITC and other tax issues. 2-1-1 call specialists also were able to identify people who might benefit from EITC and help them make that connection.

Statistics from the federal Government Accountability Office indicate that unclaimed EITC refunds in Michigan were \$214,366,000 in 2004. If all of this was recovered and reinvested in the state, it would generate an additional \$12.8 million in sales tax revenue.

When Lieutenant Governor John Cherry launched an effort to raise awareness of EITC, he said that EITC dollars “...can be brought directly into the wallets of Michigan’s working poor families through a successful outreach effort.” This is precisely the kind of public education effort for which our 2-1-1 statewide system can serve as the point for response.

- Thus, at the same time that 2-1-1 is connecting people with resources that help them move to greater self-reliance, it is helping to bring new resources into the local economy.
- Providing new trend data on health and human service needs, met and unmet, for planning and resource allocation.

By collecting and analyzing call data, we will generate reports that proactively identify problems or issues in the state. Policy makers can use this information to better understand emerging and existing social problems and to better allocate both public and philanthropic resources. In times of emergency, such data can help focus attention on geographic areas or segments of the population requiring assistance. As a result, 2-1-1 can contribute to better use of scarce resources, including tax dollars and charitable contributions.

2-1-1 in Calhoun County, a service of the Volunteer Center of Battle Creek in partnership with the United Way of Greater Battle Creek, is leading the way in Michigan through its compilation and analysis of data from calls. Its 2003/2004 Annual Report identifies “critical unmet service requests” primarily in the need for assistance in housing, payment of utility bills, dental care and prescription expenses. As a result of their work, United Way released \$10,000 in emergency

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funds to help with heating bills which was matched with an additional \$10,000 from Semco Energy.

▪ ***Connecting people with opportunities to “give help” as well as “get help”.***

Working in close cooperation with Connect Michigan and our state’s thirty Volunteer Centers, 2-1-1 can become a new, highly visible access connection to opportunities to serve the community, both every day and in times of emergencies or disasters when there may be a large outpouring of people wishing to help, as was the case in the aftermath of Hurricane Katrina. Similarly, working in close cooperation with the local United Ways in Michigan, the Michigan Emergency Management Agency and organizations such as the American Red Cross and the Salvation Army, we can help people make in-kind and financial contributions in response to new needs.

Kyle Caldwell, President and CEO, Connect Michigan Alliance, says of 2-1-1, “It is a practical tool that will help us carry out our mission to promote and strengthen a lifelong ethic of service and civic engagement. Linking with the public regarding opportunities to volunteer or give to communities is a challenge. 2-1-1 has the potential to address these needs by providing a highly visible, easy entry point for individuals and families seeking civic engagement. Our support of 2-1-1 is in line with our goals of providing universal access to volunteer opportunities that will strengthen communities.”

***“[2-1-1] is a practical tool that will help us carry out our mission...”***

— Kyle Caldwell,  
Connect Michigan  
Alliance

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**How 2-1-1 Will Add Value to Key Stakeholders**

2-1-1 has the potential, over time, to provide specific benefits to a variety of stakeholder groups:

***Benefit of 2-1-1 to Elected and Appointed Officials***

For elected and appointed officials, 2-1-1 offers the opportunity to provide better service for their constituents while helping increase the overall efficiency of the service delivery system and strengthening emergency management systems. For them, 2-1-1:

- provides better statewide service for constituents;
- helps reinforce a statewide approach while supporting local prerogatives and priorities;
- helps reduce call load on 911 and supports emergency management;
- provides new trend data for planning and resource allocation;
- introduces efficiencies throughout the system;
- increases ability of people to become self-sufficient; and,
- aligns Michigan with 2-1-1 development in the rest of the nation.

***Benefit of 2-1-1 to Emergency Management, 911 and First Responders***

For our emergency management, 911 systems and first responders, 2-1-1 is an important new asset, able to relieve day-to-day burden while being prepared to move into active, complementary support in a crisis. For them, 2-1-1:

- reduces call load on 911;
- eliminates need for 911 to be social services contact after hours;
- can expand capacity of Emergency Operations Center during emergencies – trained people, expanded call center, ability to handle calls from people in emotional distress, information management;
- is a potential access point for information dissemination during

***“2-1-1 greatly expanded our capacity to meet critical needs of evacuees and harness the willingness of folks who wanted to help.”***

— Loren Snippe,  
Ottawa County DHS

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emergencies; and,

- can play a major role in managing the spontaneous outpouring of volunteers and in-kind donations, removing that task from first responder organizations.

***Benefit of 2-1-1 to Employers and Employees***

For employers, 2-1-1 offers a way to help workers find the services they and their families may need, providing an important benefit while increasing their on-the-job productivity and, for workers, helping them remain at work. For them, 2-1-1:

- contributes to making Michigan a good place to do business;
- complements existing employee assistance programs or provides an alternative service where EAPs do not exist;
- reduces the time workers must spend on the phone seeking services; and,
- increases the ability of people to become self-sufficient.

***“Not only have the wrong referrals to our agency decreased since the inception of 2-1-1 services, but the right referrals have improved service delivery.”***

— Susan Cervantes,  
Ottawa County  
Community Action  
Agency

***Benefit of 2-1-1 to Government Human Service Providers***

For government human service providers, 2-1-1 is a way to relieve the load of general information and referral calls, allowing highly-skilled professionals to focus on priority needs while creating a new resource for their staffs to help clients better connect with the broadest array of services. For them, 2-1-1:

- improves customer service statewide, 24/7/365;
- takes a load off of existing systems, allowing them to focus on priority calls and needs;
- builds greater efficiency by reducing “service shopping” and better directing calls;
- is a new resource to help clients, particularly non-English speakers;
- provides new trend data for planning and resource allocation; and,
- has the potential to serve as access point or intake for services.

***Benefit of 2-1-1 to Nonprofit Service Providers***

For nonprofit service providers, 2-1-1 is a way to provide better service and to reduce the need to provide informal I&R services to clients. For them, 2-1-1:

- reduces number of misdirected calls and “service shopping”;
- is a new resource to help clients;
- reduces the need to provide “informal I&R”, freeing staff time; and,
- increases direct service capacity by reducing marketing and outreach costs.

***Benefit of 2-1-1 to the Public***

For the community as a whole, 2-1-1 has the potential to become a “public utility” that is always available to help people connect with the information they need to lead healthier, more productive, and more independent lives. 2-1-1:

- is available 24/7/365 at no cost to callers;
- helps reduce people’s stress and frustration levels which has a ripple impact on families and workplaces;
- helps people become more self-sufficient; and,

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- helps connect people with opportunities to serve, strengthening ties to community and neighbors.
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**Results**

2-1-1 is an innovative response to the demand for access to critical community information and referral services. It is a groundbreaking, efficient solution that can eliminate the confusing maze of information and services that often overwhelms individuals who need help. It improves upon existing, decentralized services and offers professionals and organizations in health and human services a way to enhance their impact and maximize scarce resources.

As a result of 2-1-1:

- Individuals will be better able to manage their own lives because they have access to the information and tools they require to find and make decisions about the support they need;
  - Service providers will have an expanded knowledge of statewide resources to help them better serve their consumers;
  - Policy makers and funders – both public and private – will have more complete information about trends in demand for services and early awareness of emerging needs;
  - Emergency management will have access to a new statewide infrastructure to help disseminate critical information, assist people through disasters and provide long-term connection to relief and recovery services;
  - Businesses will have an additional way to support their employees with their personal needs in an efficient and effective way;
  - Government will have access to a proven, 24/7/365, multilingual infrastructure available to help increase its efficiency and effectiveness; and,
  - Public officials will be assured that their constituents are better able to get connected with the services they need in cost-effective and responsive ways.
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## DESIGN OF THE *MICHIGAN 2-1-1* SYSTEM

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### Overview

2-1-1 is a service for individuals at all stages of life, across all socio-economic groups, who need to call on the safety net of social services, particularly those people on the margin of the community or those in the process of transition or change. Others will call to offer their help as volunteers or through in-kind or other donations. In addition, many 2-1-1 calls are from service providers looking for information for their clients, from human resource professionals seeking help for employees and from public officials seeking information to respond to inquiries from constituents.

In order to best serve this diverse audience, I&R services will be delivered to the public via the telephone and through the Internet. Supporting those services will be the most comprehensive database on health and human services in the state. We are committed to the highest level of quality assurance and to collecting and reporting data that will be helpful to policy-makers and the public in understanding the needs of our state, met and unmet.

In designing the service delivery model for 2-1-1 in Michigan, we were guided by our goal of ensuring that every person in Michigan can have access to 2-1-1 by telephone around the clock, every day of the year. To achieve that, we needed to keep in mind three core values:

- *information is best collected and updated on a timely basis by those who are most familiar with local resources;*
- *callers must feel comfortable with the sensitivity of 2-1-1 specialists to local realities and to a diversity of cultural values; and,*
- *the system must be financially viable, designed to operate as efficiently as possible given the demands of the other values.*

The system design also must respond to the demographic realities of our state – high population density in Southeast Michigan (40% of the population is in Wayne, Macomb and Oakland counties); smaller but equally dynamic regional population centers that serve as the economic and services hubs for surrounding counties; and, rural counties with small populations spread over larger geographic areas.

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### Functions of a 2-1-1 System

There are four primary functions to be performed in a 2-1-1 system:

**Call center.** The call center is the public’s primary interface with 2-1-1. Trained and certified call specialists, based in call centers in Michigan, answer calls, assist callers in defining their needs and either make appropriate referrals to existing services or assist callers in identifying alternative courses of action to pursue.

**Resource database.** This is the knowledge base on which the call specialists draw to make referrals. Its value is directly proportional to how comprehensive and how current it is. Trained and certified resource specialists are responsible for building and maintaining the resource database. Ideally this function is performed as locally as possible.

**Representation.** This is the public “face” of 2-1-1 for purposes of promotion, partnership development with funders, government agencies and nonprofit service providers and use of the call data to assist policymakers and the community in understanding and responding to unmet and emerging needs.

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**System Development.** This encompasses the broad range of activities that are most appropriately undertaken at the system level, creating cost efficiencies to serve the entire system. These are detailed below in the discussion of the proposed state office.

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**The Michigan 2-1-1 Model**

In order to fulfill these functions as effectively and cost efficiently as possible, we have designed a system that has four primary structural components.

**Regional 2-1-1 Centers.** There will be seven regional 2-1-1 centers that will combine three functions:

- Serving as the call center for the region;
- Developing and managing the resource database for the region, working in cooperation with sub-regional resource hubs and county contact points; and,
- Acting as the primary focal point for leadership in developing 2-1-1 in the region – serving as the primary public face, managing the collection and analysis of call data, managing regional promotion in support of statewide promotional efforts, building partnerships with funders, governments and nonprofit service providers, etc.

Each Regional 2-1-1 Center will be staffed with trained and certified call specialists and resource specialists.

**Resource Hubs.** In six of the regions, excluding Southeast, there will be one or more sub-regional resource hubs, a total of ten statewide. Each will be staffed with no more than the equivalent of one full-time staff person who will be trained and certified as a resource specialist. The responsibilities of the resource hubs are to:

- Have primary responsibility for the development and maintenance of the resource database for their portion of the overall region, working in close collaboration and under the supervision of the Regional 2-1-1 Center; and,
- Serving as the “face” of 2-1-1 in their portion of the overall region - in their home counties and, as appropriate, in immediately surrounding counties – promoting 2-1-1, taking the lead in analyzing call data and providing it to policy makers and funders, building community partnerships in support of 2-1-1, etc.

The locations for the resource hubs will be determined by using such criteria as:

- Location of significant population centers;
- Existence of current capacity and experience in building and maintaining a resource database;
- Demonstrated leadership in I&R and in the development of 2-1-1; and,
- Geographic diversity.

**County Contact Points.** Ideally, there would be a primary contact point for 2-1-1 in each county not served by a Regional Center or a Resource Hub. This would be a nonprofit service provider, a United Way, a local government agency or even an individual who would work under the general supervision of the Regional Center to serve as the “face” of 2-1-1 in the county – assisting in collecting and updating resource data, representing 2-1-1 in the county, promoting 2-1-1, helping disseminate call data on emerging and unmet needs, etc. We recognize that, at least initially, it may not be possible to recruit contact points in each county, particularly in our less populated and more rural counties.

**State Office.** A small state office, headed by an executive director, will be responsible for these systemwide responsibilities:

- Developing and executing the formal relationships needed to establish and
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implement the network of regional call centers;

- Developing and implementing the platform for the statewide resource database;
- Developing and implementing the internet capability to make the database directly available to the public;
- Developing public and private resources required to build the proposed system and to ensure ongoing operations;
- Working closely with the Governor and State Legislature to ensure that any available federal funds designated to support 2-1-1 are brought into the state through Michigan 2-1-1;
- Developing partnerships, consistent with 2-1-1's mission and phased in over time, through which the assets of the Michigan 2-1-1 system can support emergency management and other public services;
- Ensuring appropriate management of the 2-1-1 brand and the development and coordination of a statewide marketing campaign;
- Coordinating the collection, analysis, and use of call data to identify emerging needs and assist policy-makers and public and private funders in ensuring that the right services are available in the right places;
- Developing standards for the Michigan 2-1-1 system to ensure consistency in information sets and caller experience; and,
- Developing and overseeing continuous quality improvement within the statewide system.

Fulfilling these systemwide responsibilities will require a small, well-organized staff at the state level. We are projecting a phased development of that staff consistent with the availability of resources. At the outset, the staff's focus will be on fund-raising, on building strong, mutually beneficial relationships with state government, and on supporting the regional call centers.

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### **Designing the System**

The most critical question we confronted was how to establish the regions that are at the heart of our proposed system – how many should there be and where should they be. In making those decisions, we took four significant steps:

- Learning from the experience of other states;
- Establishing criteria to guide our final decision;
- Projecting system costs for various numbers and configurations of regional centers; and,
- Conducting regional planning sessions for a broad range of stakeholders to work together on how best to deliver 2-1-1 in their communities.

Each of these steps is described below.

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### **Learning from Other States**

As part of the process of designing our system, we looked at the experience of other states throughout the country. They fall into three broad categories:

- States that are geographically small (Connecticut, Rhode Island) or with small populations spread over relatively large geographic areas (Nebraska, South Dakota) that have opted for a single 2-1-1 center for the entire state;
- States that currently have “loosely-affiliated” state systems (Florida, Ohio, California);

- States that are building integrated statewide systems (Texas, Washington, Maryland, Virginia, Minnesota and New York).

There is no evidence from any state that a single 2-1-1 center is an appropriate model for a large population state. It does not provide for essential redundancy and means that services are provided at distance from the majority of the state’s population.

The “loosely affiliated” systems are characterized by a relatively large number of existing or planned 2-1-1 centers that may collaborate in the development of shared standards and operating systems but have not created a formal structure that ensures statewide coverage for 2-1-1. For example:

State	Population	Number of Current or Planned 2-1-1 Centers	% of State Population with Access to 2-1-1
California	36,000,000	6 currently operating 4 more authorized 10 additional anticipated*	55% 13% will be added 32% would be added
Florida	17,400,000	15**	84.5%
Ohio	11,500,000	22-25	65-75%

\* The California model calls for there to be approximately 20 local call centers that provided normal business hours service to one or more counties and an additional five to seven “enhanced call centers” that have “robust capacity to serve multiple counties with complete 24/7/365 services, back-up capacity and redundancy.

\*\* Estimated 5-9 additional providers needed to ensure 100% coverage.

The states building integrated statewide systems have opted for some form of regionalization with 2-1-1 centers serving mutually agreed upon regions of the state with the shared goal of achieving statewide coverage. Determination of the number of 2-1-1 centers is generally made based on existing centers at the time the system is being created; natural geographic, cultural or political divisions within the state; willingness and ability of centers to serve regions larger than their immediate natural service area. For example:

State	Population	Number of Current or Planned 2-1-1 Centers
Texas	22,500,000	25
New York	19,200,000	8*
Virginia	7,500,000	6
Washington	6,200,000	8
Maryland	5,600,000	5
Minnesota	5,100,000	8**

\* One call center will handle New York City which has 40%+ of state’s population; 7 for approximately 11,000,000 people.

\*\* Currently have six centers that are combined call centers and resource hubs and one that is only a resource hub. An additional resource hub is planned. One combined center, Twin Cities, covers 60%+ of the state’s population 7 centers for approximately 2,000,000 people.

In 2004, United Way of America commissioned the Ray Marshall Center for the Study of Human Resources of the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin to conduct a cost-benefit study of various models for 2-1-1 systems. The model they found to be the most cost-efficient was what they termed a “hybrid” – that is, it combined regional 2-1-1 centers (which included both the call center and the resource

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database function) with centralized systemwide functions. Their conclusion reinforces our belief that we have put together not only the model that can best serve the people of Michigan but also the one that is the most cost efficient.

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**Our Criteria**

We established these criteria to evaluate alternative designs for the system:

- Must ensure statewide telephone access to 2-1-1;
  - Must keep development and management of the resource database as “close to home” as possible;
  - Must keep service delivery (the call centers) as “close to home” as possible;
  - Must be sensitive to regional idiosyncrasies while still achieving cost efficiency;
  - Must recognize and respect the investment that has been made by communities that currently operate call centers;
  - Must ensure appropriate redundancy throughout the system; and,
  - Must maximize the likelihood that financial support can be obtained from private philanthropy and county and municipal governments throughout the state.
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**Cost Projection and Regional Meetings**

As detailed in Appendix C, we developed initial cost projections for various numbers of call centers using a standardized cost model. We concluded that, based on the cost projections, an acceptable range for us to consider was five to seven regional centers.

We then conducted a series of regional planning meetings between April and August 2005 – in Northeast Michigan, in Western Michigan and in Central Michigan. Those meetings were broadly inclusive of stakeholders in the respective regions and were designed to seek agreement on how best 2-1-1 could be provided to the region.

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**Conclusion and Rationale**

At the conclusion of this process, we analyzed the results and concluded that the system design as we have put it forward in this plan would be the most feasible. As described above, that design includes seven Regional 2-1-1 Centers that combine the call center and resource database functions and ten Resource Hubs that will serve as the “face” of 2-1-1 in their respective sub-regions, including assisting in the resource database function. In addition, only two call centers will operate 24/7, further increasing efficiency during periods of the week when call volume is much lower.

We believe that the proposed system design ensures that:

- Within 24 months of receiving commitment for sustained operational funding from state government, we can provide telephone access to 2-1-1 for everyone in Michigan;
  - We will build on the strengths of existing call centers while retaining the active engagement, resources and support of communities that might have anticipated having their own centers;
  - We will maintain the local community connections that will be required to build and sustain financial support from private philanthropy and local governments throughout the state;
  - An appropriate balance will be achieved between cost efficiency and quality based on proximity to the community, redundancy and overall systemwide capacity; and,
  - Sufficient redundancy will be built into the system to ensure that it can continue
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to operate during emergencies or periods of extremely high call volumes in one or more regions.

In this design:

- Every major region of the state will have a regional center that will combine the resource database and call center functions and one or more sub-regional centers that will serve as the “face” of 2-1-1 and will further localize the resource database function.
- We will limit the number of call centers while bringing the resource database as “close to home” as feasible.

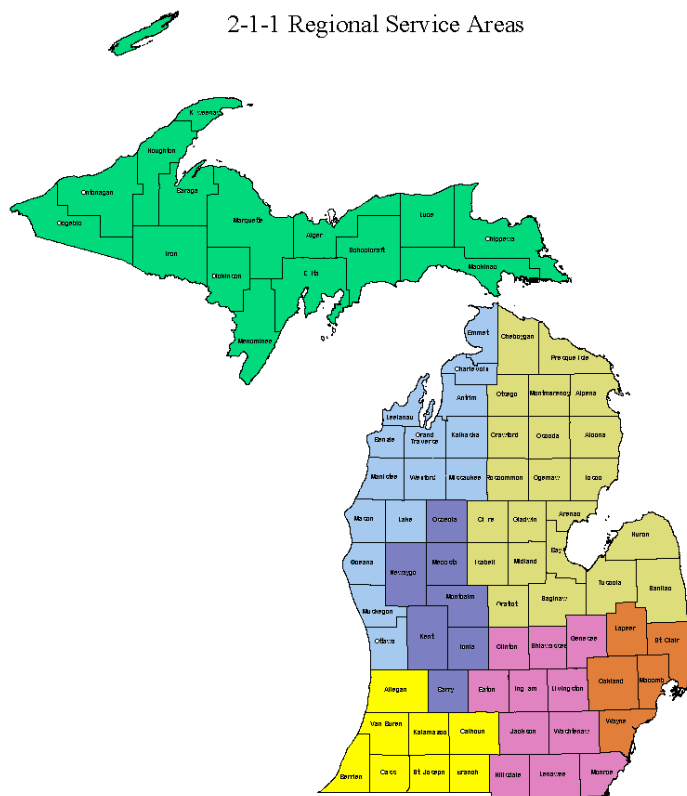
Finally, because it grew out of the active engagement of stakeholders throughout the state, including the currently operating and in-development call centers, this design has the support required for it to be politically feasible to implement it when resources become available.

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### The Regional System

The timing of final decisions on the precise boundaries of regions and location of Regional 2-1-1 Centers and Resource Hubs will, by necessity, be driven by the availability of funding for the system from the state government and private philanthropy.

For purposes of this plan, however, we believe that the map and table which follows provide a reasonable illustration of how the system will evolve.



Region	Potential Call Centers & Resource Hubs
<b>Southeast Michigan</b> Wayne, Macomb, Oakland, St. Clair and Lapeer counties	Call center in Detroit Contact point for each county
<b>Central Michigan</b> Genesee, Shiawassee, Clinton, Eaton, Ingham, Livingston, Jackson, Washtenaw, Hillsdale, Lenawee and Monroe counties	Call center in Ann Arbor or Jackson Resource hubs in Ann Arbor, Jackson, Lansing and Flint Contact points for balance of counties
<b>Southwest Michigan</b> Calhoun, Branch, St. Joseph, Cass, Berrien, Van Buren, Kalamazoo, Allegan counties	Call center in Battle Creek or Kalamazoo Resource hubs in Battle Creek, Kalamazoo and Benton Harbor Contact points for balance of counties
<b>Western Michigan</b> Emmet, Charlevoix, Leelanau, Antrim, Kalkaska, Grand Traverse, Benzie, Manistee, Wexford, Missaukee, Mason, Lake, Oceana, Muskegon and Ottawa counties	Call center in Muskegon or Grand Haven Resource hubs in Muskegon, Grand Haven and Traverse City Contact points for balance of counties
<b>West Central Michigan</b> Osceola, Mecosta, Montcalm, Kent, Ionia, Barry, Newaygo counties	Call center in Grand Rapids Contact points for balance of counties
<b>Northeast Michigan</b> Gratiot, Saginaw, Tuscola, Sanilac, Huron, Bay, Midland, Isabella, Clare, Gladwin, Arenac, Iosco, Ogemaw, Roscommon, Crawford, Oscoda, Alcona, Alpena, Montmorency, Otsego, Presque Isle and Cheboygan counties	Call center in Midland Resource hubs in Midland, Bay City, Traverse City and Mt. Pleasant Contact points for balance of counties
<b>Upper Peninsula</b> Mackinac, Chippewa, Luce, Schoolcraft, Delta, Alger, Marquette, Menominee, Dickinson, Iron, Baraga, Houghton, Ontonagon, Gogebic and Keweenaw counties	Call center in Escanaba Contact points for balance of counties

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## THE MICHIGAN 2-1-1 PARTNERSHIP MODEL

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### Overview

2-1-1 is a unique asset that will serve everyone in the State of Michigan. But for it to succeed, it must be characterized by:

- Strong, stable systemwide management;
- Sustained, predictable and sufficient funding;
- A strong mutually beneficial relationship between the 2-1-1 system and state government; and,
- Ongoing support from local communities.

Our goal is to build an integrated, efficient statewide system designed to provide seamless telephone access to trained call specialists 24 hours a day, 365 days a year – providing the right information in the right way at the right time.

We believe that the best way to meet this goal and to ensure that the needed characteristics are always present is to build it as a **public-private partnership** between the United Ways of Michigan and the State of Michigan through the corporate structure of *Michigan 2-1-1*.

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### Roles

*Michigan 2-1-1* should be a model partnership of state government and the private and nonprofit sectors with shared responsibility for governance and financing and with primary operational responsibility in the hands of the service providers.

The United Ways of Michigan, acting through the Michigan Association of United Ways, have agreed to:

- Raise from private sources the start-up funds required to fully implement the proposed system;
- Work with the 2-1-1 regional centers to secure up to 50% of the annual operating cost of the system from local sources; and,
- Ensure the effective management of the system at all levels.

The State of Michigan is being asked to:

- Provide at least 50% of the annual operating cost of the system;
- Seek ways to utilize the 2-1-1 system to provide information and referral services to the public;
- Provide, as appropriate and mutually agreed upon, telecommunications, technology and other services to the 2-1-1 system; and,
- Participate in the governance of the system.

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### The Governance Structure

**The Board of Directors.** Primary responsibility for the development, operation and oversight of 2-1-1 in Michigan will rest with the board of directors. It will be built on the foundation of the current board of *Michigan 2-1-1* which has committed to the changes required to ensure the maximum representation and diversity that will provide the support needed not just to launch 2-1-1 but to maximize its impact. It should include:

- Representation from state government from both the policy and operating levels to the extent allowed by state law or state government policy;

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- Representation from the Michigan Association of United Ways; and,
  - Board members drawn from the broader leadership of the community – from United Way, business, private philanthropy, local government, etc. – to maximize local investment in 2-1-1.

The board will be responsible for:

- securing the resources required to fully implement and sustain the proposed system;
- building strong partnerships with agencies of state government;
- hiring and providing policy direction to the executive director; and,
- ensuring quality service by establishing and monitoring performance against standards for regional call centers.

**The 2-1-1 Operating Council.** The board will be complemented by an Operating Council – composed of Regional 2-1-1 Center directors and central office staff, organized and led by the state executive director – that will share responsibility for operation of those shared functions that link the regional centers and resource hubs with one another, that provide consistency of operations, and that ensure uniform quality throughout the system. They will recommend both policies and operating protocols to the board of directors.

On an ongoing basis, that Council will identify and resolve day-to-day operational issues, define needs and priorities for capacity building within the system, and assist in the planning and implementation of statewide marketing activities. Working individually and collectively, the members will also be responsible for building the *Michigan 2-1-1* network so that it includes both specialized I&R agencies and the service providers themselves as active partners.

**The Resource Managers Workgroup** will be expanded to include representatives of all regional resource hubs and from state government. It will be responsible for ensuring development of the statewide database. It will report to the 2-1-1 Operating Council.

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## TELECOMMUNICATIONS AND TECHNOLOGY

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*Michigan 2-1-1* will be built around four interlocking systems – our telephone system, our resource database, our software and our website. Our goal is to ensure that we move to and sustain ourselves at “state-of-the-art” levels in all four because doing so will continuously improve both the quality and the cost-effectiveness of our services for the people of Michigan

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### **Our Telephone System**

At the core of any 2-1-1 is the 24/7/365 call center where trained information and referral specialists help callers articulate their needs and connect them with the services they require.

Initially, we will invest in any immediate enhancements required to help our call centers function efficiently and to easily work together. But our goal is to move as quickly as possible to a single telephone system that will serve all of the call centers, providing a seamless environment that allows for full back-up, systemwide communication, and seamless transfer of calls throughout the system. We anticipate that this major investment will be made in years 3 and 4.

The system we envision will include:

- Cost-free access for all users;
- Call routing technology that will appropriately direct calls to individual call centers based on time of day, day of week, location of caller and call volume;
- Central routing for cellular calls;
- Geographic Information Systems (GIS) that will provide call specialists with real time mapping capability to provide callers with accurate directions for locating services and will allow comparative mapping of the locations from which calls are received and locations of needed services;
- Redundant systems that allow calls to be quickly rerouted by local agencies or at the state level in the event of an emergency;
- Capability to easily transfer calls between call centers;
- Low operational cost;
- Anonymous call origination data linked to the program database to allow quick and efficient location of services; and,
- Three-way calling/conferencing.

We anticipate working in close partnership with the Michigan Department of Information Technology on the design of the system and on decisions related to the vendors to be used to provide needed hardware and ongoing service. We will examine a range of options, including VoIP (Voice Over Internet Protocol).

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### **Our Resource Database**

The knowledge base that makes 2-1-1 work is its database of community resources. The *Michigan 2-1-1* database will be the single most comprehensive one in the state. As such, it will become the “go-to” asset for state government, nonprofit service providers, business, and the public as well as being the lifeblood of our regional call centers. It will cover the breadth of health and human services available from government, nonprofit organizations and faith-based groups and community-based associations.

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Currently, each 2-1-1 call center maintains its own resource database. It is the job of the Michigan Resource Managers Workgroup, composed of representatives of each call center, to “develop and implement a consistent standardization process that meets defined quality assurance criteria practices.” As a result of their work, there is consistent quality in the information, a standardized approach to organizing the information and protocols for sharing information statewide.

Our intention is to create an integrated statewide database that is defined by:

- Decentralized collection of data in the framework of standardized protocols;
- Full accessibility by all 2-1-1 call centers;
- Complete redundancy to ensure continuity in emergencies; and,
- Compatibility with other statewide resource data systems, such as HMIS.

We intend to continue the Resource Managers Workgroup, expanding it to include representatives of all regional call centers and resource hubs and adding representation from state government. It will report to the 2-1-1 Operating Council.

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#### **Our Software**

In order to meet the national 2-1-1 standards of the Alliance of Information and Referral Systems (AIRS) and thus for our call centers to be eligible for the AIRS accreditation that we require them to achieve, the software supporting our system must be up to or surpass industry accepted standards.

Currently, all 2-1-1 call centers use REFER software. As we evolve into a statewide system, we must move to a single statewide software package that supports our integrated statewide resource database, is used by the call centers to track calls and enables collection and analysis of call data. It also must incorporate XML protocols to allow efficient data-sharing. Ideally, it also will interface easily with existing software programs used in state government.

There are many such software packages that have been specifically designed for information and referral services generally and for 2-1-1 particularly. We plan to conduct a full-scale process to identify the package that is most appropriate to our needs. This will include an independent review and assessment of currently available software packages and an open RFP competition among leading vendors. We anticipate the active participation of the Department of Information Technology, universities or other state agencies to ensure maximum feasible compatibility with state systems.

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#### **Web Site**

Recognizing the increasing public comfort with searching for information on the internet, it is our intent that *Michigan 2-1-1* be a leader in using the internet to make information available in a user-friendly online environment. We want our web site to be as visible, accessible, and user friendly as 2-1-1 is by telephone. Our intent is that users will be able to get the same resource information from our web site as they could obtain by calling 2-1-1. As technology and our resources allow, we will explore ways to make the site increasingly interactive, enabling users to efficiently define their needs and locate the appropriate resources. Responsibility for development and management of the website will rest with the state office staff.

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## IMPLEMENTATION CONSIDERATIONS

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### **Ensuring Quality Service**

Our reputation for quality service is our most important asset as a system. We are committed to ensuring that each call is handled in the same high quality manner, no matter where it originates or at which call center it is received. Our database must always be as current and comprehensive as possible. Our web site must be as user-friendly as possible, providing resource information of the same quality as available by telephone. We also must be prepared to continue to operate during times of emergency, ensuring that we are available to support emergency response agencies and those who are affected.

To achieve our desired level of quality, we are committed to taking these steps:

- Creating a baseline by building the system in full compliance with the National 2-1-1 Standards developed by AIRS, our national professional association.
- Requiring each call center to be based in Michigan with live call specialists and to achieve full AIRS accreditation within 18 months of their application for Michigan AIRS endorsement. As a system we will work together to support one another in achieving this goal, sharing training and best practices and going through the process together so that we can learn from one another.
- Developing our own performance standards for *Michigan 2-1-1* and establishing the specific measurements we will use to determine that we are meeting those and the national standards, developing a collaborative approach to continually assessing and improving the quality of the services we are providing through silent monitoring, callers satisfaction data collection and common performance indicators.
- Requiring call centers to meet the AIRS National 2-1-1 Standards for certification of I&R specialists, at least 25% of eligible professional staff to be formally certified by AIRS, at the time they apply for endorsement by Michigan AIRS. As a system, we will provide the training required to help staff meet this requirement.
- Executing a pro-active, sustained program to ensure that call centers have the cultural competence to handle calls from people from different cultures, including working closely with grassroots groups to ensure that databases are reflective of culturally-appropriate resources and ongoing training is provided to call center staff.

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### **Business Continuity**

2-1-1 in other states has repeatedly demonstrated its value in times of natural and manmade disasters or other emergencies. The first step in providing that value is to ensure that our own operations will continue during such times. We will do this in five ways:

- Having full redundancy in our system so that there always is a back-up plan to handle calls coming in, even if one or more of the regional call centers have been rendered inoperable;
  - Building into our new phone system the capability to create “virtual call centers” through which call specialists and resource specialists can work from home and or other remote access sites;
  - Taking all industry-standard steps to ensure the safety of our database,
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including daily back-ups, redundancy in our servers, and off-site archiving;

- Requiring each of our call centers to develop their own emergency plans for relocation, emergency power, relationship with emergency planning system at the county and local level; and,
- Building an emergency communications structure within the system to ensure that hubs always can communicate with one another.

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## Public Education and Marketing

For 2-1-1 to make the maximum contribution to the people of Michigan, we must have a well-defined brand that is effectively managed and a sustained marketing effort that ultimately will reach everyone in the state in ways that will encourage their use of the system when they need it.

Our desired brand identity is clear – *2-1-1 is the way to get help and give help in the State of Michigan. The 2-1-1 system is accessible and prepared to respond effectively to calls from all parts of the state at all times. Identification as a regional 2-1-1 call center is a reflection of assured quality and responsiveness.*

Through a sustained, collaborative marketing strategy, we will educate the public about the most appropriate ways to use 2-1-1, differentiating it from other N-1-1 numbers. The *Michigan 2-1-1* brand will be used to identify the system as a whole. Regional call centers will have the option to localize that brand within the overall framework of the system.

Our marketing plan will have five critical components.

**Mass media campaign.** Our plan is to formally launch *Michigan 2-1-1* with a significant public service media advertising campaign through television, radio, print and other media (online, transit cards, billboards, etc.) designed, produced and distributed in partnership with our leading advertising agencies and underwriters. We will seek the visible endorsement of well-known Michiganders to give 2-1-1 immediate and intensive exposure. Following the launch, we will ratchet the campaign down to a sustainable level, refreshing it regularly to maintain its visibility. This will include both statewide media and ongoing media promotion by regional call centers and resource hubs.

**Grassroots marketing and advocacy.** While use of mass media is an obvious statewide approach to marketing, we know that word-of-mouth efforts, seeded among target populations, is an equally effective way to build confidence and understanding. We will incorporate natural community leaders, grassroots and faith-based groups, schools, community associations, and service providers and their staffs to develop an ongoing grassroots campaign to promote 2-1-1 in an effective and culturally appropriate way. This is a low-cost, high impact way to sustain promotion of 2-1-1 over time, a critical element with our increasingly mobile and diverse population. It will be led by the regional call centers and resource hubs and the county contacts.

**Leveraging our partners' networks.** We will take full advantage of our partnership with the state's United Ways, working through them to reach their existing networks, particularly in the business community. In Southeast Michigan, which covers over 40% of the state's population, we will be an integral part of the United Way's ongoing marketing and public education efforts. We also will work closely with state agencies to develop specific ways to promote 2-1-1 to their consumers.

**Building low-cost, easy to use promotional tools.** We will put together a "2-1-1 Tool Kit" of information and resources that will assist state and county governments and our partners in the community to market 2-1-1 in the absence of a significant mass media budget. It might include talking points; overview of 2-1-1 services; templates for press releases, media advisories, internal and external articles, newsletters, ads, and flyers;

2-1-1 logos and graphics; and, outreach ideas. Materials will be available not only in English but also in Spanish and potentially other languages.

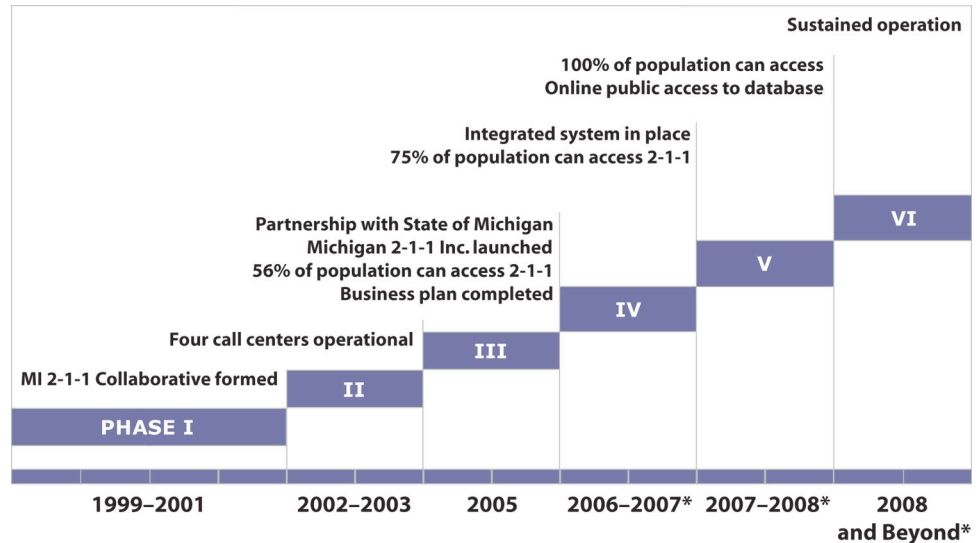
**Identifying promotional opportunities.** We will build relationships with businesses to promote 2-1-1. In some states, for example, 2-1-1 is included on utility bills or as envelope stuffers. We will turn to health care and mental health providers, pharmacies, and other consumer-based businesses to help promote 2-1-1. We also will reach out to major employers in all sectors and to employee assistance programs to inform their employees of 2-1-1 and to ensure that their PBX telephone systems do not automatically block calls to 2-1-1.

**Roll-Out Strategy**

Because we want *Michigan 2-1-1* to be a strong, enduring, statewide presence that provides high-quality comprehensive information and referral services for our residents and that supports policy makers and service providers in the public and private sectors, we have undertaken a systematic long-term approach to planning and implementation.

Since the formation of the Michigan 2-1-1 Collaborative in 1999, we have made steady progress in building needed relationships and developing our strategic and operational plans. Now, we are prepared to move forward aggressively to bring 2-1-1 to life statewide by October 2007.

Our strategy will be executed in six phases. The first three phases have already been completed. Full execution of Phase 4 and beyond, beginning January 1, 2006, is fully contingent on the availability of resources and on commitment by state government for sustained operational funding for the system. Thus, dates for those phases appear in brackets to reflect that contingency. We believe that once funding is committed, we can complete the full build-out of the system within 24 months, achieving coverage of 75% of the state population within 12 months and 100% coverage within 24 months.



\* Contingent on commitment of sustained funding from state government and private philanthropy.

▪ **Phase 1 / Laying the Groundwork / 1999 through 2001**

- Michigan 2-1-1 Collaborative created with leadership by the Michigan Association of United Ways (MAUW), Michigan AIRS, local United Ways and the Detroit Public Library. (1999)
- Michigan Public Act 295 signed into law; section 214 assigns

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- responsibility for designation of 2-1-1 call centers to the Michigan Public Service Commission. (2000)
  - MI-AIRS Standards established, review process developed for endorsing call centers, AIRS accreditation required within 18 months.
  - Part time Michigan 2-1-1 Coordinator position funded through a grant from the W.K. Kellogg Foundation to MAUW. (2001)
  - Michigan 2-1-1 Collaborative began quarterly meetings to support statewide 2-1-1 implementation. (2001)
  - **Phase 2 / Initial Grass Roots Implementation / 2002 through 2003**
    - Call centers serving Calhoun and Kent counties become operational, 7% MI population serviced. (2002)
    - 2-1-1 data transfer project funded through grant from SBC to MAUW. (2002)
    - Blue Cross Blue Shield provided 2-1-1 sponsorship funding to MAUW for statewide 2-1-1 outreach activities. (2002)
    - Call centers serving Kalamazoo and Ottawa counties become operational, 12% MI population serviced. (2003)
    - Initiated after-hours call rollover between 2-1-1 call centers.
    - Training sessions held for 2-1-1 call centers – software training, database training and data sharing forum. (2003)
    - Resource Managers Workgroup is established to work toward consistent, quality 2-1-1 databases statewide, began monthly meetings. (2003)
    - Michigan 2-1-1 Collaborative completes initial plan for statewide coverage. (2003)
  - **Phase 3 / Expanded Statewide Planning / 2004 through 2005**
    - Established partnership with the State of Michigan to develop statewide technological infrastructure plan. (2004)
    - Full Time Michigan 2-1-1 Director position funded through W. K. Kellogg Foundation and Blue Cross Blue Shield of Michigan grants to MAUW. (2004)
    - Secured MDCH OPHP grant to develop 2-1-1s as future resource for health crisis communication with the public.
    - 2-1-1 leaders and funders commit to establish a statewide 2-1-1 organization with formal governance structure. (2004)
    - Statewide 2-1-1 Call Center Operations Manual developed. (2004)
    - Michigan 2-1-1, Inc. launched as formal organization. (2004)
    - Training session held for 2-1-1 call centers on database development and management. (2004)
    - Call center serving Jackson County becomes operational as 2-1-1, 14% MI population serviced. (2004)
    - 2-1-1 concept presented to State of Michigan Department Directors. (2004)
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- Michigan Association of United Ways funds statewide 2-1-1 organization operations. (2005)
  - Statewide 2-1-1 Business Plan Steering Committee established with State of Michigan Department representatives and 2-1-1 MI leaders. (2005)
  - Convened regional 2-1-1 meetings for local stakeholders throughout Michigan on statewide business plan. (2005)
  - Secured statewide contract to provide service for Born Learning public education campaign. (2005)
  - Call center serving Muskegon County becomes operational, 16% MI population served. (2005)
  - Legislature passed and Governor signed Bill 272, Sec. 584 of which orders the identification of potential 2-1-1 benefits across seven state Departments.(2005)
  - Strategic business plan for *Michigan 2-1-1* completed. (2005).
  - 2-1-1 language in the Michigan Telecommunications Act re-write Bill 5237 section 214 establishes *Michigan 2-1-1* as the agency to recommend 2-1-1 designation, coordinate 2-1-1's use across state departments, and calls for statewide call routing system. (2005)
  - Launch regional 2-1-1 service in Southeast Michigan, 56% MI population served. (2005)
  - Secured private foundation funding for statewide database application. (2005)
- **Phase 4 / Initial Statewide Implementation / [2006]**
- Launch regional 2-1-1 service in Upper Peninsula, 59% MI population coverage.
  - Complete the state department study identifying potential cost savings through re-allocation and shared use of 2-1-1.
  - Integrate 2-1-1 service with the State of Michigan health and human services delivery.
  - Launch regional 2-1-1 service in central MI, 65% MI population served.
  - Complete *Michigan 2-1-1* board composition.
  - Prepare technology plan for telephone integration and statewide database software and implementation.
  - Secure private foundation funding for statewide technological infrastructure and start-up.
  - Invest in short-term enhancements for call center telephone systems.
  - Secure state funding, and work for passage of Federal 2-1-1 authorization.
  - Complete Statewide 2-1-1 emergency management protocols in conjunction with the Michigan State Police Emergency Management Division.
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- Initiate statewide reporting of 2-1-1 caller data.
  - Gain Community Collaborative support for connectivity into regional 2-1-1 service for statewide coverage.
  - Secure point of contact for every county and provide training.
  - Complete community resource databases for outlying counties.
  - Develop regional coverage from single-county call centers by connecting outlying counties.
  - Prepare marketing and communications plan.
  - Launch Regional 2-1-1 service in Northeast Michigan.
  - **Phase 5 / Expanded Statewide Implementation / [2007]**
    - Hire additional staffing for *Michigan 2-1-1* (i.e. Resource Development Director, Quality Assurance, Tech Support).
    - Implement infrastructure and initiate testing for statewide call routing and data sharing.
    - Complete planning for new integrated telephone system.
    - Activate cellular access.
    - Launch online public access to database.
    - Complete connectivity with outlying counties to regional call centers and launch statewide service.
    - Implement marketing and communications plan.
  - **Phase 6 / Sustaining the System and Adding Value / [2008 – ongoing]**
    - Install new integrated telephone system for all regional centers and resource hubs.
    - Maintain ongoing system-wide marketing and communications.
    - Measure quality assurance and cost effectiveness.
    - Integrate 2-1-1 with new State health and human services outreach, eligibility and client-management systems.
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## STRATEGIC RELATIONSHIPS

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Key to our success will be our ability to develop strong strategic relationships with an array of partners. Each set of relationships will have its own set of challenges and requirements.

***State government.*** Our long-term success is heavily dependent on our ability to build strong partnerships throughout state government. We must work closely, to our mutual benefit, with the Office of the Governor, the state departments and the State Legislature, demonstrating that 2-1-1 can add value to their efforts to simplify government and improve services to its customers.

We will be seeking a bi-partisan approach to ensuring that the system is put in place and is sustained. This includes formal validation of *Michigan 2-1-1*'s leadership role in providing ongoing 2-1-1 services for the people of Michigan, support in positioning us to serve as the conduit for any federal funds that may become available to support 2-1-1 and sustained financial support to put in place and maintain the 2-1-1 infrastructure.

We also must sustain our strong, positive relationship with the Public Service Commission so that we can address any issues that may arise around assignment of the 2-1-1 dialing code.

***Michigan State Police Emergency Management Division and the statewide emergency management network.*** One of the most important contributions 2-1-1 can make comes in times of natural disaster or man-made emergencies. We know from the experience in other states that 2-1-1 can add significant value during, in the immediate aftermath of, and in the longer-term recovery from such situations. But for *Michigan 2-1-1* to make that same level of contribution, we must build strong working relationships with state, county and municipal agencies in these areas, developing protocols to guide our work in support of them. We also must work in close partnership with the Office of Public Health Preparedness of the Department of Community Health.

***County and local government and 911.*** One of the great advantages of a regional call center system is that we are bringing the service as close to the local level as is feasible. That means that our call centers are in a position to build relationships with and to tailor services for individual counties and even cities, developing specific protocols that will guide how they handle certain calls or providing call center services on a contract basis.

Because 2-1-1 is a way of helping to relieve the burden of inappropriate calls on 911, it will be essential that each regional call center build a relationship with all of the 911s in its region, again developing individualized protocols for moving calls between them. Our plan is to work through the Michigan State Police to help establish a state-level template for such protocols to maximize consistency and to make the local development process as efficient as possible.

***United Ways and the Michigan Association of United Ways.*** United Ways are a critical local leadership resource for 2-1-1. They can provide sustained funding as well as help build 2-1-1's local visibility and impact. They will play a key role in putting 2-1-1 call data to work identifying unmet needs and gaps in services and stimulating community response. At the state level, MAUW serves as the initial fiduciary and funder for *Michigan 2-1-1* and as the principal convener for planning.

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***Private philanthropy.*** To fully launch and to sustain the *Michigan 2-1-1* system, we will need the active support of the business community and of private foundations and individual donors. Our major challenge is to draw all three into active participation.

To do this, we must be open to presenting 2-1-1 as a new opportunity for corporate sponsorship, to finding new ways for I&R to serve the people and issues of greatest concern to private philanthropy, and to leveraging the networks of our United Way partners. We will seek “start-up” funding from these private sources in anticipation of long-term sustaining support from both the private and the public sectors.

***Universities.*** We want to build strong relationships with higher education for three reasons. First, we will need their help in planning and executing research on and evaluation of 2-1-1 to help us assess our performance and impact. Second, we need to make 2-1-1 as well known among students as it will be to the general public. Third, we can offer students meaningful service-learning opportunities throughout the 2-1-1 system.

***Volunteer Centers.*** To fulfill our commitment to make 2-1-1 a tool for civic engagement, we must develop a strong working relationship with Connect Michigan and the Volunteer Centers of Michigan to ensure that 2-1-1 is playing the most appropriate role in helping people identify and connect with opportunities to volunteer.

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## KEY CHALLENGES TO SUCCESS

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It is important for us to understand and prepare for major challenges we will confront as we implement 2-1-1. These may include:

- ***Building sustained funding.*** Building a successful 2-1-1 requires sustained, predictable funding. We believe that the partnership approach we are developing will ensure that:
  - through the recognition by state government of the multiple ways the 2-1-1 infrastructure can help it maximize the investment that Michiganders make in government;
  - through the continued leadership and long-term commitment to 2-1-1 of United Ways as an integral part of their community impact focus; and,
  - through the support that can be built among other private sources, both foundations and business.

Ensuring the success of that approach will require us to develop strong, mutually beneficial relationships with the Office of the Governor, the State Legislature and state agencies as well as with United Ways and leaders in private philanthropy. Of critical importance will be the planned expansion of the current *Michigan 2-1-1* board of directors to bring on to it leading representatives of each of these sectors who can give us the credibility and access we need to develop new resources.

- ***Building the relationship with state government.*** The 2-1-1 system can help state departments do their jobs better and more efficiently – by triaging calls to ensure that they are directed appropriately, by providing data on emerging and unmet needs and by becoming the publicized access point for information and referral to state services and for public education campaigns. But in order to do that, we must have strong and mutually beneficial relationships in place with those departments at both the policy and operational levels.
- ***Strengthening the infrastructure.*** Although we will be building the system around existing call centers, we recognize that each of those will need enhancement both in their technological capacity and in the size and training of their staff. We also must recruit a talented and committed state executive director and consolidate into a small state office the responsibilities for fund-raising and marketing for the system and for management of the integrated statewide database. We will need start-up funding to build the capacity to fulfill the projected central office functions. All of this will require the board to be heavily involved in the start-up phase of the system, to set clear policy directions and to actively assist in obtaining the resources needed to implement our plan.
- ***Maximizing technology.*** Our telephone system, the software package that supports our resource database and call tracking, and our web site lay at the very heart of our operations. We must secure expert assistance in determining the detailed operational plan for selecting and putting in place the appropriate systems. We plan to work in partnership with the Department of Information Technology to take full advantage of their expertise, the system they are building and the cost-savings they can offer. We also must move quickly to build a system that will enable us to receive calls from cell phones.

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## APPENDIX A: LEADERSHIP FOR *MICHIGAN 2-1-1*

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### **Michigan 2-1-1 Board of Directors**

Michael Brennan, United Way of Southeastern Michigan, Detroit  
Robert Haight, Heart of West Michigan United Way, Grand Rapids  
Jonathan Mead, UPCAP Services, Inc., Escanaba  
Sherry Miller, Ottawa County 2-1-1, Grand Haven  
Christopher Nelson, Michigan Association of United Ways, Lansing (Vice-President)  
Bill Pell, Gryphon Place, Kalamazoo (Secretary-Treasurer)  
John Zimmerman, United Way of Midland County, Midland (President)

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### **Michigan 2-1-1 Planning Committee**

George Boersma, Office of Technology Partnerships, Michigan Department of Information Technology  
Beverly Davenport, Michigan Department of Human Services  
Robert Haight, Heart of West Michigan United Way, Grand Rapids  
Jennifer Heston, Senate Majority Policy Office  
El Cabrel Lee, United Way 2-1-1, United Way of Southeastern Michigan, Detroit  
Mary Ludtke, Community Collaboration Coordinator, Michigan Department of Community Health  
Robert McKown, United Way 2-1-1, Heart of West Michigan United Way  
Jonathan Mead, UPCAP Services, Inc., Escanaba  
Marie Milkovich, Office of Public Health Preparedness, Michigan Department of Community Health  
Robert Miller, Washtenaw United Way, Ann Arbor  
Sherry Miller, Ottawa County 2-1-1, Grand Haven  
Christopher Nelson, Michigan Association of United Ways, Lansing  
Jim Pearl, Volunteer Center of Battle Creek  
Bill Pell, Gryphon Place, Kalamazoo  
Beth Perrine, Public Relations, Michigan Department of Community Health  
Dee Scott, Senior Resources, Muskegon  
Kevin Seitz, Blue Care Network of Michigan  
Nicole Shugars, Volunteer Center of Battle Creek  
Ken Toll, United Way of Jackson County, Jackson  
Dana Wolverton, Michigan State Police, Emergency Management Division  
John Zimmerman, United Way of Midland County, Midland

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### **Current Investors in 2-1-1 throughout the State**

#### ***Private Foundations***

Dorothy Dalton Foundation  
The Herbert H. and Grace A. Dow Foundation  
Irving S. Gilmore Foundation  
W. K. Kellogg Foundation  
Kresge Foundation  
Loutit Foundation  
McGregor Fund  
Metro Health Foundation  
Polk Foundation  
RNR Foundation  
Sebastian Foundation  
Sherwood Foundation  
Slemons Foundation  
Weatherwax Foundation  
Whitney Fund  
Harold and Grace Upjohn Foundation

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***Corporations***

Alticor  
Blue Cross Blue Shield of Michigan and Blue Care Network  
Comerica Inc.  
Daimler Chrysler Corporate Fund  
DTE Energy  
Herman Miller  
Johnson Controls  
JSJ Corporation  
Pfizer Global Research Development  
Shape Corporation  
Steelcase Foundation

***Community Foundations***

Ann Arbor Area Community Foundation  
Battle Creek Community Foundation  
Community Foundation of the Holland/Zeeland Area  
Community Foundation for Southeast Michigan  
Grand Haven Area Community Foundation  
Grand Rapids Community Foundation  
Jackson Community Foundation  
Kalamazoo Community Foundation  
Muskegon Community Foundation

***Public Sector***

Building Restorative Communities/Ottawa  
Kent County Department of Human Services  
Kent County Health Department  
Kent County Senior Millage Program  
Ottawa Area Intermediate School District  
Ottawa County Community Action Agency  
Ottawa County Health Department  
State of Michigan Office of Public Health Preparedness  
Strong Families/Safe Children, Ottawa County DHS

***United Way***

Barry County United Way  
Capital Area United Way  
Eaton County United Way  
Greater Kalamazoo United Way  
Heart of West Michigan United Way  
Hillsdale County United Way  
Livingston County United Way  
Marshall United Way  
Michigan Association of United Ways  
Shiawassee United Way  
United Way for Southeastern Michigan  
United Way of Bay County  
United Way of Chippewa County  
United Way of Genesee County  
United Way of Greater Battle Creek  
United Way of Greater Niles  
United Way of Jackson County  
United Way of Manistee County  
United Way of Mason County

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United Way of Midland County  
United Way of Monroe County  
United Way of Muskegon County  
United Way of Sanilac County  
United Way of Southwest Michigan  
Washtenaw United Way

***Other***

UPCAP Services, Inc.

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**Additional Participants  
in 2005 Regional  
Planning Meetings**

Mary Kraft	Alcona, Iosco Community Collaborative
Anita Lyden	Allegan County Crisis Response
Robert Ells	Allegan County United Way and Volunteer Center
Brenda Terberg	Allegan County Crisis Response
Carlene Przykucki	Alpena Community Collaborative
Gary Knapp	Antrim Community Collaborative
Mary Leininger	Region VII Area Agency on Aging
Lynn Briel	Barry Community Collaborative
George Heron	Bay County United Way
Vicki Ribble	Bay County United Way
Sarah May	Benzie Community Collaborative
Mike Larson	United Way of Greater Battle Creek
Kari Marciniak	Volunteer Center of Battle Creek
Mike Larson	United Way of Greater Battle Creek
Nancy MacFarland	United Way of Greater Battle Creek
Peter Amar	Cheboygan Community Collaborative
Shelli Wolfe	Clare Community Collaborative
Debby Kloosterman	Clinton Community Collaborative
Cynthia Timmons	Crawford Community Collaborative
Lorraine Berry	Emmet and Charlevoix Community Collaborative
Ramona Mems	Genesee Community Collaborative
Ron Butler	United Way of Genesee County
Dale Weighill	The Resource Center
Tami Jenkinson	United Way of Gladwin County
Barbara Lemcool	Grand Traverse Community Collaborative
Mickie Janazzo	Third Level Crisis Center
Pia Seebach-York	Hillsdale County United Way
Kathie Harrison	Huron County Community Collaborative
Suzanne Eman	Capital Area United Way
Amanda Burns	Capital Area United Way
Krista Hqusermann	Ionia County Community Collaborative
Sheila Ransom	United Way of Ionia County
Don Schuster	Listening Ear
Kathy Tarrant	Listening Ear
Al Kaufman	Listening Ear
Nicole Bliss	United Way of Isabella County
Richard LaPratt	Jackson 2-1-1
Janet Jones	Kalamazoo Community Collaborative
Eric Dewey	Greater Kalamazoo United Way
Ranae McCauley	Kalkaska Community Collaborative

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Mathew VanZetten	Kent Community Collaborative
Jan Watz	United Way of Lapeer County
Bob MacEachran	Leelanau County FCC
Rich Cole	Lenawee United Way and Volunteer Center
Nancy Roso	Livingston County United Way
Madeline Nantais	Macomb Community Collaborative
Deb Wright	Manistee Community Collaborative
Mary Beeherwelt	Manistee County, Volunteer
Kathy Ervin	Manistee County, Volunteer
David Bair	Mecosta Community Collaborative
Sue Asher	Midland Community Collaborative
Brian Jackson	Midland Area Community Foundation
Doug Redding	Monroe Community Collaborative
Micheal Hoydic	Monroe United Way
Lisa Lund	Montcalm Community Collaborative
Jim Beach	Montmorency Community Collaborative
Phil Stoffan	Call 2-1-1 Muskegon
Christine Robere	United Way of Muskegon
Susan Howell	Call 2-1-1 Muskegon
Sarah Bowman	Newago Community Collaborative
Wendy Sinicki	United Way of Newago County
Cindy Pushman	Otsego Community Collaborative
Carol Bedient	Grand Haven Area Community Foundation
Sylvia Geisler	Greater Ottawa County United Way
Sue Boes	Ottawa 2-1-1
Amy Fullerton	Presque Isle Community Collaborative
Mary Schalk	Presque Isle Community Collaborative
Cindy Timons	Roscommon Community Collaborative
Sharon Brittrich	Sanilac Community Collaborative
Amy Smith	St. Clair Community Collaborative
Lonnie Stevens	United Way of St. Clair County
Susan Andrus	Tuscola Community Collaborative
Claren Schweitzer	VanBuren Community Collaborative
Margie Murphy	VanBuren ISD
Mike Scholl	Washtenaw Community Collaborative
Sandy Rupp	Washtenaw United Way
Dale Berry	Huron Valley Ambulance
Jerry Zapolnik	Huron Valley Ambulance

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## APPENDIX B: OVERVIEW OF N-1-1 NUMBERS

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N-1-1 dialing codes, are three-digit numbers of which the first digit can be any digit other than one or zero, and the last two digits are both one. N-1-1 codes "0-1-1" and "1-1-1" are unavailable because "0" and "1" are used for switching and routing purposes. Hence, there are only eight possible N-1-1 codes, making N-1-1 codes among the scarcest of telephone numbering resources.

The following chart outlines the existing N-1-1 code assignments:

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<b><i>N-1-1 Code</i></b>	<b><i>Assignment</i></b>
<b>2-1-1</b>	Assigned for community information and referral services.
<b>3-1-1</b>	Assigned nationwide for non-emergency police and other government services.
<b>4-1-1</b>	Unassigned, but used nationwide for directory assistance.
<b>5-1-1</b>	Assigned for traffic and transportation information.
<b>6-1-1</b>	Unassigned, but used broadly by carriers for repair service.
<b>7-1-1</b>	Assigned nationwide for access to Telecommunications Relay Services (a service for the hearing and speech impaired).
<b>8-1-1</b>	Assigned as universal number for "call before you dig" location services for public utilities.
<b>9-1-1</b>	Unassigned, but used nationwide for emergency services.

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## APPENDIX C: DETAILED FINANCIAL PROJECTIONS

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### Overview

A three-step process was used in developing the financial projections for Michigan 2-1-1.

Step One was to develop the framework within which the decision was made about the design of the system and the number of regional call centers. We used standardized assumptions on costs to compare the cost of a range of one to twelve centers.

Step Two came after the decision on the number of centers and the preliminary regional boundaries. In it, we used the same assumptions but applied them to the actual populations of the proposed regions to project more precisely the anticipated costs.

Step Three focused on the systemwide costs for start-up and for ongoing operations.

This appendix describes the outcome of each of these steps. Details on the assumptions used in the projections are at the end.

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### Step One. Preliminary Projections to Use in Determining Design of the System

So that we could compare costs for various numbers of call centers, we used standard assumptions to project those costs for one to twelve centers using the following guidelines:

- The projection for two centers was based on dividing the state population in half between them.
- For all models of three or more centers, we assumed that one of the centers would always be in Southeast Michigan and one would always be on the Upper Peninsula. This ensures coverage for the largest block of the population and redundancy housed in the most remote region of the state.
- For all models of three or more centers, we deducted the combined population of Southeast Michigan and the Upper Peninsula and then divided the balance by the additional call centers to be projected. Thus, for five call centers, we divided the balance by three for the additional centers beyond Southeast and the Upper Peninsula.
- We projected costs for five years of full operation and calculated both the annual and total cost for each model.

The following is the rounded total five year cost for call centers in each model:

One center	\$26,200,000
Two centers	\$31,000,000
Three centers	\$31,000,000
Four centers	\$33,200,000
Five centers	\$34,200,000
Six centers	\$34,500,000
Seven centers	\$35,700,000
Eight centers	\$37,500,000
Nine centers	\$39,500,000
Ten centers	\$40,000,000
Eleven centers	\$41,600,000
Twelve centers	\$43,400,000

We were seeking an appropriate balance between cost efficiency and quality based on proximity to the community, redundancy and overall systemwide capacity. We took into consideration the regional realities of the state, the presence of well-developed 2-1-1 operations in some parts of the state and the desirability of keeping service delivery as “close to home” as possible. Thus, we were seeking a model that would be broadly supported by key stakeholders, one that is achievable.

We reached these conclusions:

- A single call center would be at too great a distance from the majority of the population and would not provide needed redundancy in case of an emergency.
- It likely would not be politically feasible, given the current level of development of 2-1-1 around the state to have only two, three or four centers nor would it meet our criteria of keeping services as “close to home” as possible.
- There is a significant cost escalation once we moved past seven call centers.

Based on these conclusions, we decided that an acceptable range for us to consider was five to seven centers. That was the guideline we used as we moved into a series of regional planning meetings between April and August 2005. Out of those meetings came the proposed regional system outlined in this plan.

## Step Two. Refined Call Center Projections

After we reached agreement on the regional system outlined in this plan, we recomputed the projected cost for each regional center using actual population sizes for each one. The results:

<b>Southeast</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
211 Service	1,483,920	1,746,680	2,049,226	2,148,465	2,261,678	9,689,969
Telecommunications	148,796	187,362	225,881	236,082	246,789	1,044,910
Regional Marketing	5,000	5,000	5,000	5,000	5,000	25,000
Administrative	236,781	243,948	252,173	256,328	260,962	1,250,192
<b>Total</b>	<b>1,874,498</b>	<b>2,182,991</b>	<b>2,532,281</b>	<b>2,645,875</b>	<b>2,774,426</b>	<b>12,010,071</b>

211 Service	813,098	945,209	1,060,157	1,143,987	1,184,527	5,146,978
Telecommunications	78,765	96,194	113,613	118,228	123,074	529,874
Regional Marketing	11,000	11,000	11,000	11,000	11,000	55,000
Administrative	123,510	127,292	130,528	133,617	135,568	650,515
<b>Total</b>	<b>1,026,373</b>	<b>1,179,695</b>	<b>1,315,298</b>	<b>1,406,832</b>	<b>1,454,169</b>	<b>6,382,367</b>

211 Service	550,765	633,556	698,342	722,339	769,430	3,374,432
Telecommunications	54,425	62,332	69,999	72,324	74,416	333,496
Regional Marketing	8,000	8,000	8,000	8,000	8,000	40,000
Administrative	77,414	80,014	82,042	83,305	85,243	408,018
<b>Total</b>	<b>690,604</b>	<b>783,902</b>	<b>858,383</b>	<b>885,968</b>	<b>937,089</b>	<b>4,155,946</b>

211 Service	500,848	560,203	630,355	651,589	686,206	3,039,201
Telecommunications	44,534	51,950	59,170	61,051	63,011	279,716
Regional Marketing	15,000	15,000	15,000	15,000	15,000	75,000
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Administrative	71,038	72,895	75,135	76,274	77,743	373,085
<b>Total</b>	<b>631,420</b>	<b>700,048</b>	<b>779,660</b>	<b>803,914</b>	<b>841,960</b>	<b>3,757,002</b>

**West Central**

211 Service	646,405	702,910	746,380	772,353	818,226	3,686,274
Telecommunications	68,716	72,871	77,593	80,412	83,371	382,963
Regional Marketing	7,000	7,000	7,000	7,000	7,000	35,000
Administrative	80,688	82,780	84,444	85,777	87,592	421,281
<b>Total</b>	<b>802,809</b>	<b>865,561</b>	<b>915,417</b>	<b>945,542</b>	<b>996,189</b>	<b>4,525,518</b>

**Northeast**

211 Service	527,918	612,740	667,646	690,499	739,430	3,238,233
Telecommunications	49,480	58,208	66,653	68,843	71,122	314,306
Regional Marketing	22,000	22,000	22,000	22,000	22,000	110,000
Administrative	76,970	79,555	81,280	82,486	84,315	404,606
<b>Total</b>	<b>676,368</b>	<b>772,503</b>	<b>837,579</b>	<b>863,828</b>	<b>916,867</b>	<b>4,067,145</b>

**Upper Peninsula**

211 Service	356,742	387,491	407,307	420,413	433,964	2,005,917
Telecommunications	29,337	32,502	35,636	36,461	37,325	171,261
Regional Marketing	15,000	15,000	15,000	15,000	15,000	75,000
Administrative	46,270	47,334	48,136	48,867	49,620	240,227
<b>Total</b>	<b>447,349</b>	<b>482,327</b>	<b>506,079</b>	<b>520,741</b>	<b>535,909</b>	<b>2,492,405</b>

<b>Resource Hubs</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>
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<b>Total</b>	<b>6,649,421</b>	<b>7,467,027</b>	<b>8,244,697</b>	<b>8,572,700</b>	<b>8,956,609</b>	<b>39,890,454</b>
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**Step Three. Projecting Systemwide Costs**

Systemwide costs were projected in three categories: start-up, ongoing telecommunications and state office costs. Startup database and telecommunications as well as ongoing telecommunication projections were done in consultation with the Department of Information Technology, estimating the cost of development and management of an integrated, state of the art database and telephone system for the Michigan 2-1-1 over five years.

<b>Start Up Costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Total</b>
Complete local build-out	175,000	175,000			350,000
Make regional databases web ready	250,000	250,000			500,000
Develop statewide web access and	250,000	250,000			500,000
Telecommunications equipment			750,000	750,000	1,500,000
State office set-up	30,000				30,000
<b>Total</b>	<b>705,000</b>	<b>675,000</b>	<b>750,000</b>	<b>750,000</b>	<b>2,880,000</b>

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	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>State Office Costs</b>						
Executive Director	65,000	66,950	68,959	71,579	74,299	346,787
Capacity Building/Quality Assurance Director	45,000	46,350	47,741	49,173	50,648	238,912
Marketing Director			45,000	46,350	47,741	139,091
Resource Database Director		45,000	46,350	47,741	49,173	188,264
Administrative Assistant	20,000	20,600	21,218	21,842	22,526	106,186
Total Salaries	130,000	178,900	229,268	236,685	244,387	1,019,240
Fringe Benefits @35%	45,500	62,615	80,243	82,840	85,535	356,733
Total Staff Costs	175,500	241,515	309,511	319,525	329,922	1,375,973
<b>Contracted Marketing Support</b>						
Contracted Marketing Support	50,000	50,000				100,000
Statewide Marketing Campaign	50,000	100,000	120,000	120,000	120,000	510,000
Total Marketing	100,000	150,000	120,000	120,000	120,000	610,000
<b>Capacity Building and Training</b>						
Capacity Building and Training	48,000	48,000	41,000	41,000	41,000	219,000
<b>Administrative Costs</b>						
Administrative Costs	90,000	90,000	90,000	90,000	90,000	450,000
<b>Sub-Total</b>						
Sub-Total	413,500	529,515	560,511	570,525	580,922	2,654,973
<b>Contingency @ 10% of total</b>						
Contingency @ 10% of total	41,350	52,950	56,050	57,050	58,090	265,490
<b>Total State Office Costs</b>						
Total State Office Costs	454,850	582,465	616,561	627,575	639,012	2,920,463

**Assumptions Used in Developing the Financial Projections**

We used the national 2-1-1 Financial Planning Tool of AIRS, the Alliance of Information and Referral Systems to develop the financial projections. The tool is based on call volume as the primary driver of costs, using a widely-accepted queuing formula to compute staffing requirements.

**Call Volume.** Typically, call volume is expressed as a percentage of the population being served. Nationwide, 2-1-1s generally aim for call volumes at least in the 6-8% range with many moving into the 8-10% range. The AIRS 2-1-1 Financial Planning Tool asks for projected call volume in the third year of full operation of 2-1-1. We used 8% by year three with a 5% annual growth rate after that. This was based on current actual call rates in existing 2-1-1s and realized rates of growth when 2-1-1 is activated.

**Call Duration.** The length of the call plus the “close-out” time required to complete the record of the call constitutes the “call duration” and has a direct relationship to the number of staff required. Based on actual experience plus nationwide experience, we used 8.5 minutes as the average duration.

**24/7/365 Service.** National standards call for 2-1-1 to be available 24/7/365. In most states, it has proven most economical to pool calls received after normal business hours, reducing the number of call centers that must remain open with “after hours” calls routed to only a few centers. We made the assumption that we would have only two 24/7/365 call centers. We used a figure of \$7.00 per call as the incremental cost of those centers accepting after-hours calls. We calculated the cost each center would thus bear if their after-hours calls were forwarded.

**Call Specialists.** The AIRS 2-1-1 Financial Planning Tool spreads calls across the week

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based on the actual experience of major 2-1-1s nationwide and, using a standard queuing formula, computes the number of call specialists required to answer varying percentages of the calls received. Based on best practice nationwide, we projected for 95% of calls to be answered. We used a wage figure of \$12.00 per hour for call specialists and a fringe benefit rate of 25%.

**Resource Specialists.** Resource specialists are responsible for building and maintaining the resource database that provides the knowledge base from which referrals are made. We allowed each center 1.0 FTE resource specialist for every 1,000 records in their database with a minimum of 1.0 FTE resource specialist in each center at a salary of \$30,000.

**Resource Hubs.** In addition to the 1.0 FTE resource specialist allowed for each center, we budgeted an additional \$20,000 per year for operating expenses. We anticipate that each resource hub will develop a budget and staffing plan, within these parameters, that will allow it to meet its 2-1-1 responsibilities in the light of local and regional needs.

**Other Staffing.** We allowed each regional call center the following staff complement beyond call specialists and resource specialists:

- 1.0 FTE Director @ \$65,000 per year
- 1.0 FTE follow-up specialist @ \$25,000 per year
- 0.5 FTE business manager @ \$30,000 per year
- 0.3 FTE fiscal assistant @ \$25,000 per year
- 0.5 FTE technical systems manager @ \$40,000 per year

**Fringe Benefits.** We used a rate of 35% of salaries for all positions.

**Operating Costs.** We used identical formulas or set assumptions for the following line item operating costs:

- Telecommunications
  - \$50 per phone line per month
  - Two cents per minute for calls routed through statewide 800 number
  - \$1.60 per minute of calls requiring contracted language translation services; assumes 1% of calls will require the service
  - \$8,000 per year for maintenance of automatic call director
  - \$2,400 per year for bandwidth
- Software and technology
  - \$5,600 per year for web hosting, database hosting, other software support with the primary cost for software and technology support budgeted as a systemwide cost
- Marketing
  - \$1,000 for every county served; all other marketing budgeted as a systemwide cost
- Administrative costs
  - Occupancy - \$14 per square foot
  - Travel - local and non-local based on size of population served and staff size
  - Legal - \$5,000 per year
  - Insurance - \$3,100 per year
  - Audit - \$3,500 per year
  - Supplies - \$15 per staff member per month

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- 
- Utilities - \$10 per staff member per month
  - Printing and Postage - \$250 per every 100,000 people served
  - Memberships - \$200 per year
  - Repairs and Maintenance - 2% of occupancy cost
  - Contingency - 1% of total
-

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  

---

 )

Case No.: U16980

**Exhibit B**

**2-1-1 Northeast Michigan Name Change Documentation**

**From:** Redman, Scott  
**To:** MPSCEDOCKETS;  
**CC:**  
**Subject:** Update to docket #U15927  
**Date:** Monday, June 27, 2011 3:27:00 PM  
**Attachments:** name change notice.pdf  
name change reply.pdf

---

Attached is an update to case #U15927

Scott Redman  
2-1-1 Northeast Michigan  
4520 East Ashman Road  
Suite U  
Midland, MI 48642  
(989) 636-1061

[www.211nemichigan.org](http://www.211nemichigan.org)



**Get Connected. Get Answers.**

**SERVING NORTHEAST MICHIGAN**

4520 E. Ashman Street, Suite U, Midland, MI 48642

(888) 636-4211 ☎

989.636.2103 ☎

[www.211nemichigan.org](http://www.211nemichigan.org) 🌐

June 22, 2011

Michigan Public Service Commission  
PO Box 30221  
Lansing, MI 48909

Letter to: Michigan Public Service Commission

Subject: Notification of agency name change

This letter is to inform the Michigan Public Service Commission that the United Way 2-1-1: Midland Call Center case# U15927 has files a name change with the Michigan Department of Energy, Labor, Economic Growth Bureau of Commercial Services. The new agency name is **211 Northeast Michigan**.

Sincerely,

A handwritten signature in cursive script that reads "Scott Redman".

SCOTT REDMAN  
Executive Director  
2-1-1 Northeast Michigan

MICHIGAN DEPARTMENT OF ENERGY, LABOR & ECONOMIC GROWTH BUREAU OF COMMERCIAL SERVICES	
Date Received <b>MAR 31 2011</b>	(FOR BUREAU USE ONLY)
This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.	
Name: <b>Susan Asher</b> Address: <b>4520 East Ashman Road Suite U</b> City: <b>Midland</b> State: <b>MI</b> Zip Code: <b>48642</b>	

Trans Info: 16707823-1 03/16/11  
 CL# 1225 Ast: \$5.00  
 ID: 70138U

**FILED**  
**APR 01 2011**

EFFECTIVE DATE:

Document will be returned to the name and address you enter above. If left blank document will be mailed to the registered office.

Administrator  
**BUREAU OF COMMERCIAL SERVICES**

**CERTIFICATE OF CHANGE OF REGISTERED OFFICE AND/OR CHANGE OF RESIDENT AGENT**  
**For use by Domestic and Foreign Corporations and Limited Liability Companies**  
 (Please read Information and instructions on reverse side)

Pursuant to the provisions of Act 284, Public Acts of 1972 (profit corporations), Act 162, Public Acts of 1982 (nonprofit corporations), or Act 23, Public Acts of 1993 (limited liability companies), the undersigned corporation or limited liability company executes the following Certificate:

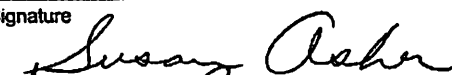
1. The name of the corporation or limited liability company is:	<u>211 Northeast Michigan</u>
2. The identification number assigned by the Bureau is:	<u>70138U</u>
3. a. The name of the resident agent on file with the Bureau is:	<u>Scott Redman</u>
b. The location of the registered office on file with the Bureau is:	
	<u>220 W. Main Street</u> <u>Midland</u> , Michigan <u>48640</u>
	<small>(Street Address)                      (City)                      (ZIP Code)</small>
c. The mailing address of the above registered office on file with the Bureau is:	
	<u>220 W. Main Street</u> <u>Midland</u> , Michigan <u>48640</u>
	<small>(Street Address or P.O. Box)                      (City)                      (ZIP Code)</small>

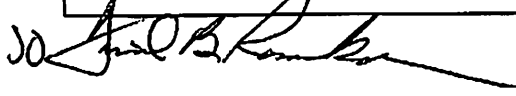
**ENTER IN ITEM 4 THE INFORMATION AS IT SHOULD NOW APPEAR ON THE PUBLIC RECORD**

4. a. The name of the resident agent is:	<u>Scott Redman</u>
b. The address of the registered office is:	
	<u>4520 East Ashman Road Suite U</u> <u>Midland</u> , Michigan <u>48642</u>
	<small>(Street Address)                      (City)                      (ZIP Code)</small>
c. The mailing address of the registered office IF DIFFERENT THAN 4B is:	
	_____ , Michigan _____
	<small>(Street Address or P.O. Box)                      (City)                      (ZIP Code)</small>

5. The above changes were authorized by resolution duly adopted by: 1. ALL CORPORATIONS: its Board of Directors; 2. PROFIT CORPORATIONS ONLY: the resident agent if only the address of the registered office is changed, in which case a copy of this statement has been mailed to the corporation; 3. LIMITED LIABILITY COMPANIES: an operating agreement, affirmative vote of a majority of the members pursuant to section 502(1), managers pursuant to section 405, or the resident agent if only the address of the registered office is changed.

6. The corporation or limited liability company further states that the address of its registered office and the address of its resident agent, as changed, are identical.

Signature 	Type or Print Name and Title or Capacity <b>Susan Asher Interim Executive Director</b>	Date Signed <b>3/3/11</b>
--	---	------------------------------



David Ramaker, Board Chairperson

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit C**

**MPSC Case No. U-15927**

STATE OF MICHIGAN

BEFORE THE MICHIGAN PUBLIC SERVICE COMMISSION

\* \* \* \* \*

In the matter of the application of the )  
**UNITED WAY 2-1-1: MIDLAND CALL CENTER** )  
to be assigned the telephone digits 2-1-1 and )  
designated as the community resource information )  
and referral answering point for Clare, Gladwin, )  
Gratiot, Isabella, and Midland counties. )  
\_\_\_\_\_ )

Case No. U-15927

At the July 1, 2009 meeting of the Michigan Public Service Commission in Lansing,  
Michigan.

PRESENT: Hon. Orjiakor N. Isiogu, Chairman  
Hon. Monica Martinez, Commissioner  
Hon. Steven A. Transeth, Commissioner

**ORDER**

The abbreviated dialing number 2-1-1 may be assigned by the Commission to community resource information and referral service answering points for various geographic areas within the state. MCL 484.2214. On March 25, 2009, United Way 2-1-1: Midland Call Center (Midland) filed an application under Section 214 of the Michigan Telecommunications Act, MCL 484.2214, for designation as the 2-1-1 answering point for Clare, Gladwin, Gratiot, Isabella, and Midland counties. In fulfillment of the requirements of MCL 484.2214(3), the application includes written endorsements from the Michigan Alliance of Information and Referral Systems (MI-AIRS), Michigan 2-1-1, and the state-endorsed multipurpose collaborative bodies for these five counties.

On April 20, 2009, the Commission's Executive Secretary issued a letter directing Midland to publish a notice of opportunity to comment in newspapers of general circulation in Clare,

Gladwin, Gratiot, Isabella, and Midland counties, and to mail the notice to the Attorney General, local exchange carriers, and all human resource agencies in those five counties.

Mid-Michigan Big Brothers Big Sisters, Clare-Gladwin Great Start Collaborative, Listening Ear, Central Michigan 2-1-1, United Way of Isabella County, Blessed Sacrament Parish Community, Chemical Bank, Chemical Financial Corporation, Michigan Department of Human Services – Midland & Isabella County, Lake Huron Area Council #265 Boy Scouts of America, MITECH, St. Louis Public Schools, Maxine Kent, Arnold Center, Inc., Community Mental Health for Central Michigan, Department of Human Services – Gladwin County, EightCAP, Inc., Region IV – Voices for Action, HandsOn Battle Creek, Mid-Michigan Home Care, Central Michigan Chapter of the American Red Cross, United Way of Bay County, United Way of Midland County, Cancer Services, Chippewa Nature Center, GreenPath, Inc., Isabella Community Soup Kitchen, Mid-Michigan Industries, Inc., North Midland Family Center, Central Michigan Community Hospital, Big Brothers Big Sisters in the Heart of Michigan, GLD Management Company, Region VII Area Agency on Aging, Consumers Energy Company, Central Michigan Community Hospital, Alma College, Community Mental Health Services of Gratiot County, Michigan House of Representatives – 98<sup>th</sup> District, Elder Law of Michigan, Mid-Michigan District Health Department, and United Way of Southeastern Michigan filed comments in support of the application. Verizon North Inc., Contel of the South, Inc., d/b/a Verizon North Systems, and MCImetro Access Transmission Services LLC, d/b/a Verizon Access Transmission Services (collectively, Verizon) filed comments stating that Verizon does not object to the designation.

The Commission’s role in making 2-1-1 determinations is clearly spelled out by Section 214. The Commission is required to consider whether the applicant has: (1) the recommendation of Michigan 2-1-1; (2) the recommendation of the relevant state-endorsed community collaborative

bodies; (3) established a framework to provide sufficient resources to operate the 2-1-1 number 24 hours per day, seven days per week; and (4) met standards for 2-1-1 service adopted by MI-AIRS. MCL 484.2214(3), (4).

Midland states that it currently provides coverage for Gladwin, Gratiot, and Midland counties during general business hours and will continue to do so. Midland further states that it has entered into an agreement with Crisis Center, Inc., d/b/a Listening Ear, to provide coverage for Clare and Isabella counties 24 hours per day, seven days per week, and to provide after-hours coverage for Gladwin, Gratiot, and Midland counties. Midland provides a list of its projected 2008-2012 funding sources. *See*, Application, Exhibit J. Attachments to the application include endorsements from MI-AIRS, Michigan 2-1-1, and the relevant state-endorsed community collaborative bodies.

The Commission designates Midland as the 2-1-1 answering point for the following rate centers: Beaverton, Alma, Clare, Breckenridge, Farwell, Crystal, Gladwin, Ithaca, Harrison, Merrill, Houghton Lake, Riverdale, Alger, Hemlock, Hope, Freeland, Pinconning, Midland, Standish, Sanford, West Branch, Barryton, Blanchard, Coleman, Mt. Pleasant, Remus, Rosebush, Shepherd, St. Louis, Weidman, and Winn.

The Commission recognizes that while many activities undertaken by non-profit agencies are based on geographic boundaries such as cities and counties, telecommunications service historically has been based on exchanges, which are not defined by city or county boundaries. As in previous orders, the Commission finds that exchange boundaries should be used when determining the geographic area of a 2-1-1 designation. To that end, the Commission finds that the Riverdale, Alger, and Standish rate centers should be added to the list of rate centers covered by Midland's application.

The Commission concludes that service platform issues should initially be determined between Midland and the carriers, with the cost of the service being a competitive issue rather than a matter subject to regulatory resolution. The Commission notes that Midland's application and the MI-AIRS standards<sup>1</sup> provide assurance that 2-1-1 callers will not be assessed toll charges. The Commission will be involved in service platform issues only to the extent that implementation of the 2-1-1 service requires interconnection between carriers or the parties establish another basis for Commission jurisdiction. All carriers should note that the Federal Communications Commission (FCC) requires carriers to participate in completing calls to the 2-1-1 center.<sup>2</sup>

The Commission lacks jurisdiction under MCL 484.2401 to require payphone providers and wireless carriers to provide access to 2-1-1 service. The Commission encourages them to work with all parties to provide their customers with access to 2-1-1 service.

Any change to the geographic area of this designation requires Commission approval. Changes to the geographic area include making the assigned geographic area smaller (i.e., omission of exchanges) or larger (i.e., expansion to a regional area with additional exchanges). Modifications of the geographic area that may occur due to the assignment of the 2-1-1 dialing pattern in adjacent counties also require Commission approval.

Approval of the application is provisional, in part, due to the FCC's ability to recall the 2-1-1 abbreviated dialing number.<sup>3</sup> In addition, the Commission retains the right to withdraw its approval should the statute change. The Commission also notes that certain other circumstances could warrant rescinding the 2-1-1 assignment, such as failure to meet the MI-AIRS standards, or

---

<sup>1</sup>Application for MI-AIRS endorsement as a 2-1-1 Call Center, Standard II, Requirement 2.

<sup>2</sup>In the Matter of the Use of N11 Codes and Other Abbreviated Dialing Arrangements, *Third Report and Order and Order on Reconsideration*, CC Docket No. 92-105 (FCC00-256), ¶ 21.

<sup>3</sup>*Id.*

a change in standing with the county multipurpose collaborative bodies or Michigan 2-1-1. The approval granted by the order cannot be transferred to another entity without the Commission's approval. The relinquishment of the 2-1-1 assignment requires Commission approval. Should Midland be unable to continue providing 2-1-1 service to the designated area, it shall apply to the Commission before discontinuing the service.

THEREFORE, IT IS ORDERED that:

A. United Way 2-1-1: Midland Call Center is designated as the 2-1-1 answering point for the listed exchanges in Clare, Gladwin, Gratiot, Isabella, and Midland counties.

B. United Way 2-1-1: Midland Call Center shall provide sufficient resources to operate the 2-1-1 telephone number 24 hours per day, seven days per week.

C. All providers of basic local exchange service within the exchanges identified in this order that are wholly or partially within Clare, Gladwin, Gratiot, Isabella, and Midland counties shall take the necessary steps to allow their customers to access United Way 2-1-1: Midland Call Center through the use of the 2-1-1 telephone number.

The Commission reserves jurisdiction and may issue further orders as necessary.

Any party desiring to appeal this order must do so by the filing of a claim of appeal in the Michigan Court of Appeals within 30 days of the issuance of this order, under MCL 484.2203(12).

MICHIGAN PUBLIC SERVICE COMMISSION



---

Orjiakor N. Isiogu, Chairman



---

Monica Martinez, Commissioner



---

Steven A. Transeth, Commissioner

By its action of July 1, 2009.



---

Mary Jo Kunkle, Executive Secretary

**P R O O F   O F   S E R V I C E**

STATE OF MICHIGAN    )

Case No. U-15927

County of Ingham        )

Mignon Middlebrook, being duly sworn, deposes and says that on July 1, 2009, A.D. she served a copy of the attached **Commission Order** by first class mail, postage prepaid, or by inter-departmental mail, to the person(s) as shown on the attached service list(s).

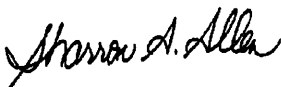
**Mignon  
Middlebrook**

Digitally signed by Mignon Middlebrook  
DN: cn=Mignon Middlebrook, c=US, o=MPSC  
Date: 2009.07.02 10:45:08 -04'00'

---

Mignon Middlebrook

Subscribed and sworn to before me  
this 1<sup>st</sup> day of July 2009



2009.07.02  
11:29:21 -04'00'

---

Sharron A. Allen  
Notary Public, Ingham County, MI  
My commission expires August 16, 2011

Service List – Case No. U-15927

Daniel R. Martin  
Scholten Fant  
100 North Third Street  
P.O. Box 454  
Grand Haven MI 49417-0454

United Way 2-1-1: Midland Call Center  
220 West Main Street  
Suite 100  
Midland MI 48640

**STATE OF MICHIGAN**

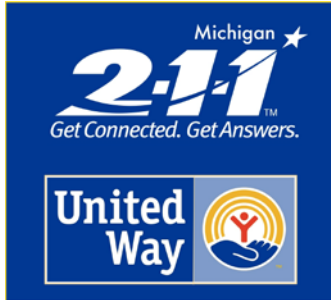
**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit D**

**Michigan 2-1-1 Endorsement**



Michigan 2-1-1  
330 Marshall Street  
Suite 211  
Lansing, MI 48912

December 15, 2011

Mr. Scott Redman, Director

2-1-1 Northeast Michigan

4520 E. Ashman St. Suite U

Midland, Michigan 48642

Dear Mr. Redman:

On December 14, 2011, the Michigan 2-1-1, Inc. Board reviewed your request for recommendation as the 2-1-1 Call Center to serve Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Ostego, Presque Isle, Roscommon, Saginaw, and Tuscola counties.

Your request for recommendation includes the endorsement of your call center by the Michigan alliance of Information and Referral Systems. Your request also documents your alignment with the Michigan 2-1-1 business Plan and your commitment to working with partners to implement 2-1-1 throughout Michigan.

The decision of Michigan 2-1-1, Inc is to recommend to the Michigan Public Service Commission that your call center is to serve as the designated 2-1-1 community answering point for your area. Congratulations on reaching this milestone.

Sincerely,

A handwritten signature in blue ink that reads "Jennifer Heston". The signature is written in a cursive, flowing style.

Jennifer Heston, President

Cc Karen Norcross, MPSC/ David Eich, MI2-1-1

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit E**

**Alcona County**

**State-Endorsed Community Collaborative Body Endorsement**

# ALCONA COUNTY COLLABORATIVE COUNCIL

51 N. Barlow Road, PO Box 249

Lincoln, MI 48742

---

December 2, 2011

United Way 211 Midland Call Center  
Mr. Scott Redman  
220 W. Main Street, Suite 100  
Midland, MI 48640

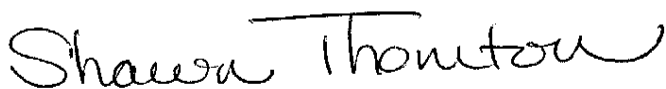
Dear Mr. Redman:

On behalf of the Alcona County Collaborative Council, I am pleased to offer this letter of support for the United Way 2-1-1 Midland Call Center.

The Alcona County Collaborative Council recognizes that information and referral services are critical infrastructure needs which need to be developed within our community. The United Way 2-1-1 has led the way in the development and implementation of the Midland Call Center and the expansion of these services to our community is very much supported.

By unanimous vote at its regular meeting of November 8, 2011, the Alcona Community Collaborative Council officially endorsed the 2-1-1- Call Center. Thank you for your consideration in this matter. Please do not hesitate to contact me should you require any additional information.

Sincerely,



Shawn S. Thornton, Chairperson  
Alcona County Collaborative Council

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit F**

**Alpena County**

**State-Endorsed Community Collaborative Body Endorsement**

# **Alpena County Human Services Coordinating Council**

Mary Ouellette, Chair • Bobbi Markowiak, Intern Coordinator

October 19, 2011

Scott Redman, Executive Director  
2-1-1 Northeast Michigan  
4520 East Ashman Road, Suite U  
Midland, MI 48642


Dear Scott:

At its regular meeting October 19, 2011, the Alpena County Human Services Coordinating Council affirmed its support of 2-1-1 Northeast Michigan as the county's designated 2-1-1 Call Center and is pleased to have raised the county's .15 per capita to advance the approval process and begin service.

Our funding was raised through a combination of donations from United Way of Northeast Michigan, Community Foundation for Northeast Michigan, Alpena Child Abuse and Neglect Team, Thrivent Financial for Lutherans, and community contributions spearheaded by the Alpena Area Ministerial Association. The broad support is further indication of the community's interest in having 2-1-1 information and referral service. Several of these financial commitments are ongoing and as people use 2-1-1, we are confident that we can easily sustain the per capita assessment.

We look forward to hearing that the Michigan Public Service Commission has approved the application of 2-1-1 Northeast Michigan to expand its service area, which will include Alpena County.

Sincerely,



Mary Ouellette  
Alpena HSCC Chairperson  
Thunder Bay Community Health Services Outreach Coordinator

*The mission of the Alpena County Human Services Coordinating Council is to use interagency collaboration to strengthen the well-being of individuals and families and to promote a healthy community*

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

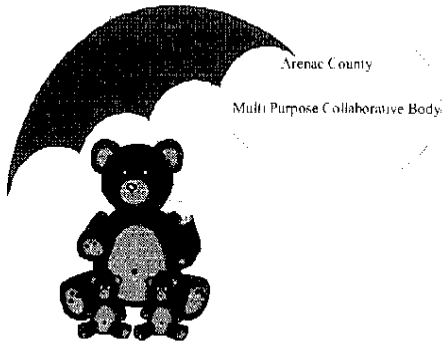
In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit G**

**Arenac County**

**State-Endorsed Community Collaborative Body Endorsement**



ARENAC COUNTY  
MULTI PURPOSE COLLABORATIVE BODY  
&  
STRONG FAMILIES/SAFE CHILDREN  
COORDINATING COUNCIL

October 11, 2011

Scott Redman, Director  
2-1-1 Northeast Michigan Call Center  
4520 East Ashman Street, Suite U  
Midland, MI 48642

Dear Mr. Redman,

On behalf of the Arenac County Multi-Purpose Collaborative Body, I offer this letter of support for the 2-1-1 Northeast Michigan Call Center. Through our ongoing assessment of community needs and issues the Arenac MPCB recognizes the need for information and referral services. The members of the Arenac County Multi-Purpose Collaborative Body believe that information and referral services are a critical to our community. We also recognize the tremendous amount of time and effort that goes into maintaining an up-to-date, accurate database of social services and understand the great value to the general population of Arenac County as well as to service providers.

As the state recognized "Community Collaborative" for Arenac County, the Arenac Multi-Purpose Collaborative Body has pledged to work with the 2-1-1 Call Center located in Midland to expand 2-1-1 services to our County. The Collaborative, at the scheduled meeting on February 14, 2011 voted to support this important service, and renewed this support at the scheduled meeting on October 10, 2011 with the understanding that the Arenac Multi-Purpose Collaborative Body is unable to guarantee ongoing funding for 2-1-1 services to Arenac County.

We anticipate that the 2-1-1 system will provide several benefits including:

- Provision of a recognizable telephone number, with 24 hour per day, 7 day per week access, for persons living and working in Arenac County to give and access help;
- Enabling Arenac citizens with greatest vulnerability, including those newer to service systems, to get assistance locating the services that they desperately require in order to meet their basic needs; and
- Provision of data reporting on county-wide utilization of services, as well as gaps and needs to allow for the planning of health and human services programming, including sustainability.

Therefore, the Arenac Multi-Purpose Collaborative Body will be an active participant in assisting with efforts to bring 2-1-1 services to Arenac County.

Should you have any questions, I can be reached at (989) 667-3237. We look forward to working with you in the months ahead bring 2-1-1 services to Arenac County.

Sincerely,

A handwritten signature in black ink that reads "Michael Dewey".

Michael Dewey  
Chairperson, Arenac Multi-Purpose Collaborative Body  
Superintendent  
Bay-Arenac Intermediate School District  
4228 Two Mile Rd.  
Bay City, MI 48706  
(989) 667-3237  
deweym@baisd.net

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
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information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit H**

**Bay County**

**State-Endorsed Community Collaborative Body Endorsement**



November 16, 2011

Scott Redman, Director  
2-1-1 Northeast Michigan Call Center  
4520 East Ashman Street, Suite U  
Midland, MI 48642

Dear Mr. Redman,

On behalf of the Bay Human Services Collaborative Council (Bay HSCC), I offer this letter of support for the 2-1-1 Northeast Michigan Call Center. Through our ongoing assessment of community needs and issues the Bay HSCC recognizes the need for information and referral services. The members of the Bay Human Services Collaborative Council believe that information and referral services are a critical to our community. We also recognize the tremendous amount of time and effort that goes into maintaining an up-to-date, accurate database of social services and understand the great value to the general population of Bay County as well as to service providers.

As the state recognized "Community Collaborative" for Bay County, the Bay Human Services Collaborative Council has pledged to work with the 2-1-1 Call Center located in Midland to expand 2-1-1 services to our County. The Collaborative, at the scheduled meeting on April 27, 2011 has voted to endorse 211 Northeast Michigan to provide services to the Bay County area provided the attached MOU is signed and returned in 30 days. At the scheduled meeting on October 26, 2011 the Bay HSCC voted to renew the endorsement.

We anticipate that the 2-1-1 system will provide several benefits including:

- ◇ Provision of a recognizable telephone number, with 24 hour per day, 7 day per week access, for persons living and working in Bay County to give and access help;
- ◇ Enabling Bay County citizens with greatest vulnerability, including those newer to service systems, to get assistance locating the services that they desperately require in order to meet their basic needs; and
- ◇ Provision of data reporting on county-wide utilization of services, as well as gaps and needs to allow for the planning of health and human services programming, including sustainability.

Therefore, the Bay Human Services Collaborative Council will be an active participant in assisting with efforts to bring 2-1-1 services to Bay County.

Should you have any questions, I can be reached at (989) 893-7508. We look forward to working with you in the months ahead bring 2-1-1 services to Bay County.

Sincerely,

Jennifer Carroll, MA  
Bay HSCC Chairperson  
United Way of Bay County  
909 Washington Ave.  
Bay City, MI 48708

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  

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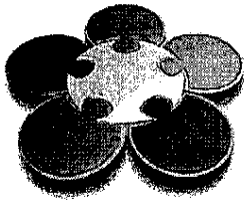
 )

Case No.: U16980

**Exhibit I**

**Crawford County**

**State-Endorsed Community Collaborative Body Endorsement**



Crawford County Collaborative Body  
2715 S. Townline Rd  
Houghton Lake, MI 48629  
Phone: (989) 366-1105  
Email: [nicole.ellens@nlcmh.org](mailto:nicole.ellens@nlcmh.org)

October 18, 2011

Mr. Scott Redman  
United Way 2-1-1  
4520 East Ashman Street, Ste. U  
Midland, MI 48642

Dear Scott:

On behalf of the Crawford County Collaborative Body (CCCB), I offer this letter of support for the United Way 2-1-1 Midland Call Center. Our ongoing review of community needs and issues has continually determined that information and referral services are critical components of our infrastructure that must be maintained and developed throughout our county.

As the state recognized "community collaborative" for Crawford County, the CCCB pledges to work with the Midland Call Center to expand 2-1-1 services into our county.

We believe the most efficient and effective way to accomplish this is through a regional effort. Therefore, our CCCB will be an active participant of the organized Northeast Regional 2-1-1 efforts for this purpose.

Should you have any questions, please contact Nicole Ellens, CCCB Coordinator, at [nicole.ellens@nlcmh.org](mailto:nicole.ellens@nlcmh.org) or via phone at 989-366-1105. On behalf of the entire Crawford County Collaborative Body membership, we look forward to working with you in the months ahead to make 2-1-1 a reality in our county.

Sincerely,

Cynthia G. Pushman, Chair  
Crawford County Collaborative Body

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit J**

**Huron County**

**State-Endorsed Community Collaborative Body Endorsement**

# HCCC

## MEMBER AGENCIES

Department of Human  
Services

Thumb Industries, Inc.

Huron Intermediate  
School District

Huron County Health  
Department

M.S.U. Extension

Huron Behavioral  
Health

Human Development  
Commission

Huron Co. Hospitals

United Way

SafePlace Shelter

Consumers of  
Services

C.A.N. Council

ThumbWorks

Thumb Area Transit

# HURON COUNTY Community Collaborative

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October 3, 2011

Scott Redman, Interim Director  
United Way 2-1-1: Midland Call Center  
4520 East Ashman Street, Suite U  
Midland, MI 48642

Dear Mr. Redman:

On behalf of the Huron County Community Collaborative, I offer this letter of support for the United Way 2-1-1: Midland Call Center. Our ongoing review of community needs and issues has shown that information and referral services are a critical service that must be developed and maintained within our community. We also recognize the tremendous amount of time and effort that goes into maintaining an up-to-date, accurate database of social services. We feel this would be of great value to the general population of our county as well as to service providers.

The Huron County Community Collaborative has pledged to work with the 2-1-1 Call Center located in Midland to expand 2-1-1 services to our County. The collaborative, at the scheduled meeting on October 3, 2011 voted to continue our support of this important service.

We believe that the most effective and efficient way to accomplish this is through a regional effort. Therefore, our Community Collaborative will be an active participant of the organized regional Northeast Michigan 2-1-1 efforts to bring 2-1-1 services to our area.

If you have any questions please contact Kathie Harrison, Prevention Coordinator. We look forward to working with in the months ahead to make 2-1-1 a reality in our county.

Sincerely,



Gretchen Tenbusch  
Chairman  
Huron County Community Collaborative

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  

---

 )

Case No.: U16980

**Exhibit K**

**Montmorency County**

**State-Endorsed Community Collaborative Body Endorsement**

# Montmorency County Community Collaborative

Mary Ouellette, Chairperson

October 24, 2011

Scott Redman, Executive Director  
2-1-1 Northeast Michigan  
4520 East Ashman Road, Suite U  
Midland, MI 48642


Dear Scott:

At its regular meeting October 24, 2011, the Montmorency County Community Collaborative affirmed its support of 2-1-1 Northeast Michigan as the county's designated 2-1-1 Call Center.

Through the efforts of our poverty reduction work group, the county's \$.15 per capita was raised to advance the approval process and begin service. Contributors included the United Way of Northeast Michigan, Community Foundation for Northeast Michigan, several individuals and the Montmorency County Chapter of the Michigan Township Association. This broad support is further indication of the community's support for 2-1-1, and with several ongoing funding commitments, we believe the annual cost can be covered.

We look forward to hearing that the Michigan Public Service Commission has approved the application of 2-1-1 Northeast Michigan to expand its service area, which will include Montmorency County.

Sincerely,



Mary Ouellette

Montmorency County Community Collaborative Chairperson  
Thunder Bay Community Health Service, Inc., Outreach Coordinator

The mission of the Montmorency County Community Collaborative (MCCC) is to better plan and deliver human services and to strengthen the public/private partnership, all in an effort to better utilize limited resources for addressing the needs of individuals, families, and children

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

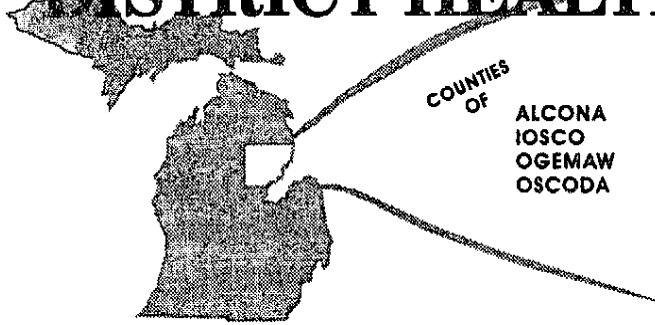
Case No.: U16980

**Exhibit L**

**Oscoda County**

**State-Endorsed Community Collaborative Body Endorsement**

# DISTRICT HEALTH DEPARTMENT NO. 2



## MAIN OFFICE

630 Progress  
West Branch, MI 48861  
Tel (989) 345-5020  
Fax (989) 343-1899

## BRANCH OFFICES

Alcona County  
311 Lake St. P.O. Box 218  
Harrisville, MI 48740  
Tel: (989) 724-6757  
Fax: (989) 343-1894

Iosco County  
Iosco County Building Annex  
420 W Lake Street, P.O. Box 98  
Tawas City, MI 48764  
Tel: (989) 362-6183  
Fax: (989) 343-1892

Oscoda County  
393 S. Mt. Tom Road  
Mid, MI 48647  
Tel: (989) 826-3970  
Fax: (989) 343-1895

December 2, 2011

Mr. Scott Redman  
2-1-1 NE Michigan  
4520 East Ashman Road, Suite U  
Midland, MI 48642

Dear Mr. Redman:

On behalf of the Oscoda County Community Collaborative, I offer this letter of support for the United Way 2-1-1: Midland Call Center. Our ongoing review of the community needs and issues has shown that information and referral services are a critical service that must be developed and maintained within our community. We also recognize the tremendous amount of time and effort that goes into maintaining an up-to-date, accurate database of social services. We feel this would be of great value to the general population of our county as well as to service providers.

As the state recognized "Community Collaborative" for Oscoda County, the Oscoda County Human Service Coordinating Council (HSCC) has pledged to work with the 2-1-1 Call Center located in Midland to expand 2-1-1 services to our county. The collaborative, at the scheduled meeting on November 29, 2010 voted to support this important service.

We believe that the most effective and efficient way to accomplish this is through a regional effort. Therefore, our Community Collaborative will be an active participant of the organized regional Northeast Michigan 2-1-1 efforts to bring 2-1-1 services to our area.

We look forward to working with in the months ahead to make 2-1-1 a reality in our county.

Sincerely,

A handwritten signature in black ink, appearing to read "Lynnette Benjamin".

Lynnette Benjamin, Chair  
Oscoda County HSCC

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit M**

**Otsego County**

**State-Endorsed Community Collaborative Body Endorsement**

# **OTSEGO HUMAN SERVICES NETWORK**

[www.otsegohumanservices.org](http://www.otsegohumanservices.org)

**Mission: "Agencies partnering to enhance the quality of life in Otsego County."**

October 19, 2011

**Mr. Scott Redman, Executive Director  
United Way 2-1-1: Midland Call Center  
4520 East Ashman St., Suite U  
Midland, MI 48642**

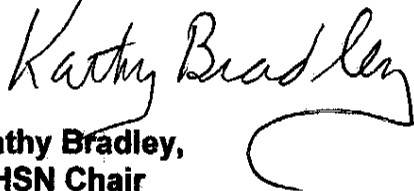
**Dear Mr. Redman:**

**On behalf of the Otsego Human Services Network (OHSN), we want to thank you for all the work you have done regarding bringing 2-1-1 to Otsego County. In accordance with the motion approved at this morning's meeting, we offer this letter of support for the United Way 2-1-1: Midland Call Center.**

**As the state recognized "community collaborative" for Otsego County, the OHSN pledges to work with the Midland Call Center to expand 2-1-1 services into our county. We believe the most efficient and effective way to accomplish this is through a regional effort. Our Network will be an active participant of the Northeast Regional 2-1-1 steering committee which the Midland Call Center has established for this purpose.**

**Should you have any questions, please contact either Laurie Andrews, OHSN Coordinator ([ohhccoord@aol.com](mailto:ohhccoord@aol.com); or 989-390-3902) or myself ([bradleyk@miworks-nemc.gen.mi.us](mailto:bradleyk@miworks-nemc.gen.mi.us); 989-732-3886). On behalf of the entire Otsego Human Services Network's membership, we look forward to working with you in the months ahead to make 2-1-1 a reality in our county.**

**Sincerely,**



**Kathy Bradley,  
OHSN Chair**

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit N**

**Presque Isle County**

**State-Endorsed Community Collaborative Body Endorsement**

# Presque Isle County Human Services Coordinating Council

*"Advocating  
for the  
human  
potential of  
Presque Isle  
County  
residents"*



Mary Ouellette, Chair  
Thunder Bay Community  
Health Services

Amy Fullerton, Vice-Chair  
TAPESTRY Project  
Cheboygan-Otsego-Presque Isle  
Educational Service District

Katie Kuznicki, Secretary  
Presque Isle County  
Council on Aging

Mary Schalk, Coordinator  
PH 989/734-2877  
maryschalk@frontier.com  
1242 W. Third St  
Rogers City, MI 49779

October 6, 2011

Scott Redman, Executive Director  
2-1-1 Northeast Michigan  
4520 East Ashman Road, Suite U  
Midland, MI 48642

Dear Mr. Redman,

The Presque Isle County Human Services Coordinating Council is pleased to re-affirm its support for your application to the Michigan Public Service Commission to expand 2-1-1 service to Presque Isle County.

Members of the HSCC have worked to secure the funds necessary to assure the application process can move forward. Members are also committed to obtaining commitments from local sources for ongoing funding. 2-1-1 is a standing agenda item for the monthly meetings.

The Executive Committee authorized this letter at its October 6 meeting.

We look forward to a long and productive relationship as we work to advocate for the human potential of Presque Isle County residents.

Sincerely,

A handwritten signature in cursive script that reads "Mary Ouellette".

Mary Ouellette, Chair

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

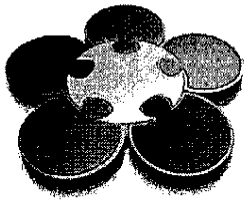
In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit O**

**Roscommon County**

**State-Endorsed Community Collaborative Body Endorsement**



Roscommon Human Services Collaborative Body  
2715 S. Townline Rd.  
Houghton Lake, MI 48629  
Phone: 989-366-1105  
Email: [nicole.ellens@nlcmh.org](mailto:nicole.ellens@nlcmh.org)

October 19, 2011

Mr. Scott Redman  
United Way 2-1-1  
4520 East Ashman Street, Ste. U  
Midland, MI 48642

Dear Scott:

On behalf of the Roscommon Human Service Collaborative Body (RHSCB), I offer this letter of support for the United Way 2-1-1 Midland Call Center. Our ongoing review of community needs and issues has continually determined that information and referral services are critical components of our infrastructure that must be maintained and developed throughout our county.

As the state recognized "community collaborative" for Roscommon County, the RHSCB pledges to work with the Midland Call Center to expand 2-1-1 services into our county.

We believe the most efficient and effective way to accomplish this is through a regional effort. Therefore, our CCCB will be an active participant of the organized Northeast Regional 2-1-1 efforts for this purpose.

Should you have any questions, please contact Nicole Ellens, RHSCB Coordinator, at [nicole.ellens@nlcmh.org](mailto:nicole.ellens@nlcmh.org) or via phone at 989-366-1105. On behalf of the entire Roscommon Human Services Collaborative Body membership, we look forward to working with you in the months ahead to make 2-1-1 a reality in our county.

Sincerely,

Hon. Douglas C. Dosson; Chair, RHSCB  
Judge of Probate & Presiding Family Court Judge

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit P**

**Saginaw County**

**State-Endorsed Community Collaborative Body Endorsement**



October 5, 2011

Scott Redman, Director  
2-1-1 Northeast Michigan Call Center  
4520 East Ashman; Suite U  
Midland, MI 48642

Dear Mr. Redman:

On behalf of the Saginaw Community Collaborative, Alignment Saginaw, I offer this letter of support for the 2-1-1 Northeast Michigan Call Center, Midland, Michigan. Our ongoing review of community needs and issues has shown that information and referral services are a critical service that must be developed and maintained within our community. We also recognize the tremendous amount of time and effort that goes into maintaining an up-to-date, accurate database of social services. We feel this would be of great value to the general population of our county as well as to service providers.

As the state recognized Community Collaborative for Saginaw County, Alignment Saginaw has pledged to work with the 2-1-1 Call Center located in Midland to expand 2-1-1 services to our County. The Collaborative, at the scheduled meeting on October 27, 2010 voted to support this important service.

We believe that the most effective and efficient way to accomplish this is through a regional effort. Therefore, our Community Collaborative will be an active participant of the organized regional Northeast Michigan 2-1-1 efforts to bring 2-1-1 services to our area.

If you have any questions, please contact me. We look forward to working with you in the months ahead to make 2-1-1 a reality in our county.

Sincerely,

A handwritten signature in black ink, appearing to read "Renee Johnston", written over a horizontal line.

Renee Johnston  
President/CEO  
Saginaw Community Foundation  
Chair, Alignment Saginaw

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit Q**

**Tuscola County**

**State-Endorsed Community Collaborative Body Endorsement**

**TUSCOLA COUNTY  
HUMAN SERVICES COMMUNITY COLLABORATIVE**

Susan Walker, Community Collaborator  
1054 E. Northwood Dr., Caro, MI 48723  
Phone: 989-673-8283 Cell: 989-550-8283  
Email: [susaneawalker@gmail.com](mailto:susaneawalker@gmail.com)

November 17, 2011

Scott Redman, Director  
United Way 2-1-1: Midland Call Center  
4520 East Ashman Street, Suite U  
Midland, MI 48642

Dear Mr. Redman:

On behalf of the Tuscola County Human Services Community Collaborative (HSCC), I offer this letter of support for the United Way 2-1-1: Midland Call Center. Our ongoing review of community needs and issues has shown that information and referral services are a critical service that must be developed and maintained within our community. We also recognize the tremendous amount of time and effort that goes into maintaining an up-to-date, accurate database of social services. We feel this would be of great value to the general population of our county as well as to service providers.

Our HSCC has pledged to work with the 2-1-1 Call Center located in Midland to expand 2-1-1 services to our County. Our collaborative again voted on November 17, 2011 to continue the support of this important regional effort.

Our Community Collaborative will continue to be an active participant of the organized Regional Northeast Michigan 2-1-1 efforts to bring 2-1-1 services to our area.

If you have any questions please contact Susan Walker, our HSCC Community Collaborator. We look forward to working with in the months ahead to make 2-1-1 a reality in Tuscola County.

Sincerely,



Lori Offenbacher, Chair  
Tuscola County Human Services Community Collaborative

**STATE OF MICHIGAN**

**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit R**

**After Hours Contract**

**MEMORANDUM OF UNDERSTANDING**  
**between**  
**UNITED WAY 2-1-1: Midland Call Center**  
**and Crisis Center, Inc., d.b.a Listening Ear**

This Memorandum of Understanding is made and entered into this 18th day of December 2007 by and between **United Way 2-1-1: Midland Call Center** (hereafter referred to as UW 2-1-1) and **Crisis Center, Inc., d.b.a. Listening Ear** ( hereafter referred to as **Listening Ear**) and is intended to define the professional relationship and understanding between the parties.

**Listening Ear** agrees:

1. To provide Information and Referral services to 2-1-1 callers 24/7 for all calls originating in Isabella and Clare Counties; and to provide Information and Referral services to the balance of the UW 2-1-1 service area between the hours of 5 PM and 8:30 AM daily and all day on weekends and holidays. The method by which Listening Ear delivers these services is telephonic Information and Referral ("I&R"), which is intended to assist the caller with informational needs, immediate problem solving, and coping. Both parties understand that I&R is not psychotherapy, counseling or crisis intervention. All 2-1-1 calls will be answered "United Way 2-1-1."
2. To provide call coverage for back up during peak hours and overflow periods when UW 2-1-1 is not able to take calls, and other times as designated by UW 2-1-1 during the above service delivery schedule as staff capacity and funding allows.
3. To deliver electronically to UW 2-1-1 on a monthly basis, in the format specified by UW 2-1-1, a report of all calls or contacts made as a result of this agreement. Reported calls may exclude calls categorized as mental health calls; and should include all I & R calls received, whether or not dialed as 2-1-1.
4. To communicate and/or work with UW 2-1-1 around problems and issues that may arise, whether caller or system related, in order to enhance the quality of services provided.
5. To support the relationship between the 2-1-1 caller and resources that may be identified to assist the caller with I&R issues discussed.
6. Listening Ear employees will not be employees of UW 2-1-1; however, Listening Ear will coordinate training of call center staff with UW 2-1-1. Listening Ear will provide salaries and workers compensation coverage for all Listening Ear employees performing 2-1-1 I&R services. Listening Ear will adhere to UW 2-1-1 policies and procedures when performing I&R services within the scope of this MOU.

**UW 2-1-1** agrees:

1. To provide the technology necessary to maintain a seamless, virtual call center system.

2. To support Listening Ear's annual requests to the United Way of Isabella County and to the United Way of Clare County for funding of the Listening Ear call center; and to pay directly to Listening Ear \$10,000 per Quarter for staffing and administrative costs necessary to cover an estimated 3200 calls per Quarter. This rate payment is dependent upon available funding. Payment for the Quarter in which Listening Ear first covers after-hours calls from UW 2-1-1: Midland Call Center may be prorated based on the date after-hours services are initiated.
3. To communicate and/or work with Listening Ear around problems and issues that may arise, whether caller or system related, in order to enhance the quality of services provided.
4. To provide Listening Ear with a current database of services, either through transfer of the Refer Database or through a web site which is searchable and current.
5. To provide call coverage for back up when Listening Ear is not able to take calls during the above service delivery schedule as staff capacity and funding allows.

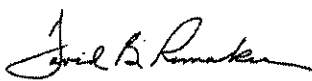
**Each Party agrees:**

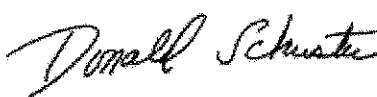
1. To comply with the AIRS Standards for Information and Referral Services and the Michigan 2-1-1 Operating Manual.
2. That the parties will collaborate to maintain excellence in database management and to work towards integration of database practices and information.
3. To collaborate and mutually support all funding requests for starting and sustaining 2-1-1 services in the region.
4. That in the event of a communication to one party that implicates an ethical problem with the conduct of the other, the parties will immediately report this to the other through administrative channels. Each organization shall abide by a code of ethics and will be available to the other to assist in understanding such matters. Ethical violations may be cause for termination of this agreement.
5. That either party may terminate this agreement by giving sixty days written notice that the Memorandum of Understanding will terminate, and the reason for termination.
6. That this Memorandum of Understanding shall be governed by and interpreted in accordance with Michigan law.
7. That this Memorandum of Understanding may not be terminated, modified, or revised except in writing.
8. The structure of this agreement is based on current anticipated call volumes to Listening Ear of 12,800 calls annually. As the 2-1-1 call system develops, both parties will review this Memorandum of Understanding and discuss necessary changes in staffing, coverage, etc. to accommodate actual call volumes and possible fee changes.

9. This Memorandum of Understanding shall be in effect on September 8, 2008 and will continue until it is terminated, modified, or revised by written agreement.

United Way 2-1-1

Listening Ear

s/   
\_\_\_\_\_  
David B. Ramaker, President

s/   
\_\_\_\_\_  
Donald O. Schuster  
Executive Director

**STATE OF MICHIGAN**

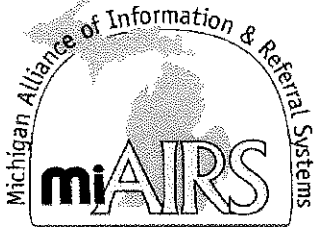
**BEFORE THE PUBLIC SERVICE COMMISSION**

In the matter of the Application of )  
2-1-1 Northeast Michigan Call Center )  
to be assigned the telephone digits 2-1-1 and )  
be designated as the community resource )  
information and referral answering point for )  
Alcona, Alpena, Arenac, Bay, Crawford, Huron, )  
Montmorency, Oscoda, Otsego, Presque Isle, )  
Roscommon, Saginaw, and Tuscola Counties. )  
\_\_\_\_\_ )

Case No.: U16980

**Exhibit S**

**MI – AIRS Endorsement**



**INFORMATION AND  
REFERRAL:  
BRINGING PEOPLE  
AND SERVICES  
TOGETHER**

February 17, 2012

Scott Redmond, Executive Director  
2-1-1 Northeast Michigan  
4520 East Ashman Road, Suite U  
Midland, MI 48642

Dear Mr. Redmond:

On behalf of the Michigan - Alliance of Information & Referral Systems' (MI-AIRS) Board of Directors, I am pleased to grant you endorsement of your 2-1-1 Call Center's expansion application to serve Alcona, Alpena, Arenac, Bay, Crawford, Huron, Montmorency, Oscoda, Otsego, Presque Ile, Roscommon, Saginaw and Tuscola Counties. The MI-AIRS Board of Directors, acted on November 30, 2011 to determine that this application meets Michigan's 2-1-1 call center standards.

We appreciate the time and attention you and your staff gave to your application materials and the quality service you are striving to provide. Please keep Michigan – Alliance of Information & Referral Systems informed of your progress in launching 2-1-1 in your expanded communities. If there is anything we can do to assist in this endeavor please feel free to contact me.

Sincerely,

Edward D'Angelo  
MI-AIRS Board President

Executive Director  
The Information Center, Inc.  
20500 Eureka Road Suite 110  
Taylor, MI 48180  
[edwardd@theinfocenter.info](mailto:edwardd@theinfocenter.info)  
(734) 282-7171

**MI-AIRS**  
**PO Box 1307**  
**Southgate, MI 48195**

[www.mi-airs.com](http://www.mi-airs.com)