

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

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

Re: Annual Report for Fiscal Year April 1st, 2025 through March 31st, 2026

Greetings:

On January 13, 2013, The United Way of Greater Kansas City, Inc., (United Way) f/k/a The Heart of America United Way, Inc. was re-authorized by the Commission in Case No. AO-2014-0093 to serve as a Missouri Information and Referral (I&R) Provider. The provisions of 4 CSR 240-32.200 require the filing of an annual report with your office. Pursuant to that rule we submit the following and trust that this form will be acceptable. As noted in previous reports submitted for FY 2009-10 and FY 2020-21, United Way of Greater Kansas City, Inc. was a merged collective of five metropolitan United Ways and now serves the six major metropolitan counties.

Operational Statistics

The following is a summary of operational statistics between April 1, 2025 and March 31, 2026:

- Service is provided 24 hours per day, 7 days a week.
- Stratus Audio/AMN Healthcare Language Services is available in over 200 languages 24 hours a day.
- Deaf relay service is available in Missouri by dialing 7-1-1.
- As of October 2019, United Way 211 transitioned to a cloud-based telephony system called NICE inContact. United Way 211 currently records 100% of its phone calls for monitoring for proper protocols and proper service delivery. All calls are confidential and NICE inContact system has secure servers where call data is stored. NICE inContact allows real time metrics to monitor, document, and report performance. United Way 211 has established the following service levels to strive towards:
 - 1) Grade of service: 70% of calls will be answered within 120 seconds.
 - 2) Abandoned calls will be 10% or less.
 - 3) The average wait time will be less than 3 minutes.
- Although data varies hour to hour, week to week based on call volume; an example of a weekly data report would show the following:

Week of Monday, March 17th – Friday, March 21st, 2025:

Calls offered in:	2,077
Calls answered:	1,931
Calls answered live:	93%
Average answer time:	0:50
Average call time (M:S):	8:42
Calls abandoned:	146
Percent abandoned:	7%

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

Grade of service: 81%

- The United Way 211 service area data for the reporting year of April 1, 2025 – March 31, 2026:

Total calls:	103,347
Calls answered:	91,718
Percent answered:	89%
Calls abandoned:	11,629
Percent abandoned:	11%
Average answer time:	0:45
Average call time (M:S):	7:49

- United Way of Greater Kansas City 211, to provide a higher level of service during peak hours, hired a vetted contractor, Direct Interactions, to provide call handling services during evening, overnight, holiday, and weekend hours while internally United Way increased the number of staff available during peak business hours to improve speed of answer as well as response rate while reducing abandonment rates. This transition launched in July 2024.
- Calls were received from Missouri and Kansas. For Missouri, the top counties based on number of callers by geographic area for this period were:
 1. Jackson, MO
 2. Clay, MO
 3. Platte, MO
 4. Cass, MO
 5. Buchanan, MO
 6. Johnson, MO
 7. Lafayette, MO
 8. Pettis, MO
 9. Henry, MO
 10. Clinton, MO
- Top 10 Needs/Requests for Missouri callers:
 1. Utility Assistance
 2. Housing Stabilization (Rent, Mortgage)
 3. Unhoused Services (Shelters including Domestic Violence)
 4. New Housing Services (Rent Deposit, Housing Search)
 5. Legal, Consumer, and Public Safety
 6. Transportation
 7. Tax Preparation Assistance
 8. Information Services (311, Libraries, Specialized Referrals)
 9. Food/Meals
 10. Clothing, Personal, and Household Needs
- Top 10 Unmet Needs/Requests:
 1. Tax preparation assistance
 2. Legal Representation
 3. Rent payment assistance

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

4. Homeless motel vouchers
5. Community Shelters
6. Ride Share App Services (transportation program)
7. Electric service payment assistance
8. Security deposit Assistance
9. Water payment Assistance
10. Gas service payment assistance

Note: The United Way 211 definition of “unmet need” is that no referral was available to the caller at the time of the call. This could be for several reasons: funds currently not available, requested service was not available in the caller’s service area, an agency suspended the needed program or service, eligibility restrictions, or other reasons. United Way 211 always attempts to assist the caller with any other need that may have an available resource.

Operational Updates

- Staffing: 1 Executive Director, 1 Vice President, 2 Contact Center Managers, 1 Resource Center Manager, 2 full-time Resource Specialist, 1 QA & Training Manager, 1 QA Specialist, 3 Older Adult Intake Specialists, 11 full-time and 9 part-time Community Resource Specialists positions as of March 31, 2026. The average number of 211 staff during reporting period was 31.
- The 3 Community Resource Specialists and 2 Older Adult Specialists were Inform USA (formerly AIRS) recertified this year. Additionally, a Resource Specialist passed the certification exam for Community Resource Specialist – Database Curator (CRS-DC).
- The Executive Director manages external relationships, strategy, revenue development and oversight of the United 211 department.
- The Vice President supports the Executive Director as well as oversees the operation of United Way 211 which includes the Contact Center, the Resource Center, and Quality Assurance team.
- The Contact Center Managers supervise the daily operations of the contact center which operates 7am-7pm Monday-Friday. This includes oversight of frontline specialists including workforce management.
- The QA & Training Manager and QA Specialist monitor calls and review call records in order to provide ongoing coaching and training to Community Resource Specialists. As part of United Way’s 211 quality assurance program, randomly selected call recordings and data records are reviewed monthly. Each record is evaluated for accuracy and for meeting service delivery standards. Community Resource Specialists are provided with regular feedback related to the results of this continuous review to improve customer experience.
- The 211-operation moved to a fully remote work environment starting mid-March 2020. Because of the cloud-based NICE inContact telephony system and the other web-based contact center systems utilized, maintenance of call and service quality are efficiently maintained remotely.
- The Resource Center Manager supervises the Resource Center. The Resource Center maintains the resource database through relationship building with service providers, annual formal updates, indexing services and maintenance of agency as well as program information. The Resource Center Manager also manages the technical aspects of the internal resource database and the public online searchable database (211KC.org) which is a user-friendly interface that provides several features including easy, common language searching and the ability to build private or shareable resource lists.

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

- The Executive Director, Vice President, and Resource Center Manager collaborate with communities and organizations in the 211-service area to facilitate system change and more efficient access to services. 211 provides reports on community needs and demographics to assist with grant applications, determining gaps in services, implementation of new programs and other requests to organizations such as Mid-America Assistance Coalition, Mid-America Regional Council, City of Kansas City MO, Evergy, local school districts, libraries, and many others.
- United Way of Greater Kansas City 211 team continues ongoing community outreach and research for resources. Team members attend community information sharing meetings such as the local county Community Resource Connection, as well as participants in committees led by other community initiatives such as the Greater Kansas City Coalition to End Homelessness and the Northland Health Alliance. We also provide information and presentations to community partners and community events around accessing resources through 211.
- The Executive Director and Vice President are responsible for several facets of the 211 operations relating to emergency and disaster response, including planning for and managing emergency operations of the 211-contact center and developing continuity of operations plan. Additionally, they are responsible for communicating and coordinating with emergency managers, disaster response agencies, local COADs, and state VOADs in emergency and disaster response as well as engaging in community outreach and education in emergency preparedness. The 211 Contact Center has several layers of resiliency, and the disaster preparedness plans are reviewed annually.
- United Way launched a new follow-up SMS service in August 2024 utilizing a system created by the Stand Together Foundation called Loop. With a caller's consent, a SMS text message is sent to their phone with the basic contact information for each of the referred services. After three days, the platform prompts a series of follow-up questions and aggregates responses to provide resource connection rates, customer satisfaction survey for connected services, and the opportunity to request a call back from a 211 Community Resource Specialist. Since the launch, the response rate to the text-based follow up service has increased to 30% annually compared to less than 3% connection rate from call backs alone.
- UWGKC 211 continues to promote the online searchable database, United Way 211 Online at www.211KC.org, as a centralized place to find resources. This site is available to the public and averages over 19,600 visits per month. In the calendar year of 2025, there were 235,757 active visits. Part of our outreach strategy is to work on quality of content, such as maintaining frequent updates, as well as growing traffic on the website through increased awareness, partnerships, and training. 211kc.org is one of the most reliable resource pages the community, local government, and our partners utilize for navigating the ever-changing landscape of community resources.
- The 211KC.org resource database is also used as an alternative to agencies creating and updating their own resource lists. The banner icons and "common searches" links on the front page provide suggested searches and seasonally relevant links to resources. With a recent upgrade to the website, agencies and community members can create publicly shareable resource lists. The website is part of our mission to "connect people to resources, identify the needs of the greater KC region, and aid in the development of additional community services."

Operational Requirements in Progress

- UWGKC 211 received its first AIRS Accreditation in November 2011. UWGKC completed the third reaccreditation cycle in December 2023 and was awarded reaccreditation by Inform USA (formerly AIRS) for another five-year cycle. The process takes 12 months and includes: submitting extensive documentation to Inform USA, a resource

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

database review, 10 secret shopper calls, and a virtual site visit. To date, the resource database review and secret shopper phases have been completed with passing scores.

- UWGKC 211 is an affiliate member of the bi-state regional Metropolitan Emergency Managers Committee (MEMC) and a member of the Missouri Voluntary Organizations Active in Disaster (VOAD).
- UWGKC 211 currently has MOUs with: State Emergency Management Agency, The Family Conservancy Child Care Source, City of Kansas City Missouri Office of Emergency Management, AFL-CIO Community Services in St. Joseph, 3-1-1 Action Center in Kansas City, Missouri, Mid America Regional Council Department of Aging and Adult Services, CommCARE, ReDiscover, Tri-County Mental Health Services, and many in the Kansas counties served by United Way 211.

Opportunities for Statewide Missouri I&R Provider Efficiencies

In collaboration with the active leadership of Missouri 211 operated by the United Way of Greater St. Louis, opportunities for statewide operating efficiencies are bulleted below. We are actively working collaboratively to grow and improve operational efficiencies.

- Jointly, Missouri 211 of United Way of Greater St. Louis and UWGKC 211 have a memorandum of understanding with the State Emergency Management Agency (SEMA). This agreement is currently active.
- United Way of Greater Kansas City 211 and Missouri 211 have been operating a single state-wide database for over twelve years. WellSky Community Services is a leader in the I&R software industry and the current platform for both 211s. This partnership provides a seamless experience to 211 callers in the state of Missouri. 211 can pull statewide reports when needed, including data for State Emergency Management related to the number of people calling to donate, volunteer, seek shelter, find congregate meal locations, or animal sheltering during times of disaster. Both contact centers use standard disaster intake forms for residential damage, volunteer assistance, or donation provision which adds uniformity to the information provided to government and non-profit disaster agencies.
- Missouri 211 and UWGKC 211 also utilize the same phone platform, NICE inContact CXone, which allows for seamless transition between the two contact centers and expanded capabilities including a callback feature which provides callers the option to save their place in line without using phone minutes.
- NICE inContact disaster routing is active for use when necessary. This is possible because both organizations share a database system and utilize the same NICE inContact cloud-based telephony system.
- Both 211s collect data per Inform USA standards and provide service to the community according to the Inform USA Standards and Quality Indicators for Professional Community Navigation. Both 211s can easily combine statistical caller and resource data for statewide or national reports. Additionally, each organization follows Inform USA service delivery standards and collects needs data utilizing the 211 Human Services Indexing System (HSIS) which was formerly 211 LA Taxonomy, and thus produces matching data for reporting and metrics. Note: Personal Caller information such as name, address, phone, etc. are protected and never released in reports; external reports are only aggregated data.
- Missouri 211 and UWGKC 211 continue to compare operational functions such as reporting, outcomes measurements, statewide marketing, and communication messages as well as common service delivery standards for a “seamless” delivery of 211 service to Missouri residents.

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

- UWGKC contributes data to 211 Counts, an online reporting dashboard that gives a visual representation of current community needs over time. This information can be viewed by specific geographical areas and for specified time periods such as the previous day, week, month, year or a custom date range. The information is accessed through a website (211mo.211counts.org) and is available to government agencies, non-profit organizations, and the public at large. The data is obtained by 211 Counts daily through an interface with the WellSky database. This dashboard continues to be promoted as organizations show interest in the needs data that 211 collects from the community.

External Partnerships and Collaborations

UWGKC 211 has increasingly been asked by a variety of organizations and initiatives about partnering to become the point of contact for information and action. Some examples include:

- Since March 2016, UWGKC 211 has worked with the Kansas City Metropolitan Bar Foundation (KCMBF) through its Military Matters program to provide legal assistance to veterans unable to afford legal counsel who are not eligible for other programs such as Legal Aid. Dedicated staff complete an initial screening then KCMBF searches for a lawyer pro bono for those who are eligible. The Contact Center Manager and Director have been trained to complete the initial screening as well.
- Volunteer Income Tax Assistance (VITA) partnership to direct individuals to no-cost tax preparation sites and access to the Earned Income Tax Credit (EITC). 211 made 3,560 referrals to VITA tax assistance during the 2025 tax season.
- Kansas City Regional COAD (KCR COAD) partnership to direct callers to appropriate resources in a time of emergency or disaster recovery. United Way of Greater Kansas City is a partner agency in KCR COAD.
- United Way 211 continues to collaborate with the Safe Havens for Abandoned Newborns Coalition to provide information and direction to callers on the proper Safe Haven locations (hospitals, fire departments, maternity homes, pregnancy resource centers, and police departments in Missouri). United Way 211 is prominently featured on all Safe Haven signs affixed on fire stations, hospitals, and police departments in the Kansas City metro area. Without the support of 211, there would be no central phone number for Safe Haven information in the KC metro area. Community Resource Specialists explain to inquirers that they do not have to abandon their babies but can hand them over to a staff member at any Safe Haven location according to the statutes of the law.
- United Way 211 expanded our partnership with the AFL-CIO Community Services Helpline in St Joseph in 2018 to share our WellSky user licenses. This has created efficiencies and cost savings for the organization while providing better service to the community they serve in Northwest Missouri through joint responsibility of updating the resource database.
- United Way of Greater Kansas City is working to ensure that people in the Greater Kansas City area have all the building blocks to be successful in the cycle of life, from healthy beginnings, to prepared youth, and to thriving adults and families. To accomplish this work, United Way uses multiple approaches, including direct funding for well-aligned programs at partner agencies, partnering with stakeholders on initiatives with demonstrated outcomes, and advancing systems-level change strategies where needed. UWGKC 211 supports this work not only by providing resources to individual and families in need but by providing information on caller needs and referrals provided as well as demographic information to assist the organization and community in identifying needs and underserved areas.

Barriers to Service

United Way of Greater Kansas City 211 Annual Report
Telecommunications Manager, Missouri Public Service Commission
April 21, 2026

- There continues to be a need for PBX re-programming in certain corporations, hospitals, or other commercial entities. United Way 211 continues to educate callers from these organizations on this need.
- Continue the national work in ensuring all phone carriers should provide 211 service to their customers including pre-paid cell phones. Many low-income residents seek assistance on locating needed services yet are not able to connect to 211 on their pre-paid cell phones.
- A significant percentage of callers continue to present financial assistance needs. The non-profit and faith-based assistance programs often have limited funds or capacity. Utility and rent payment assistance continues to be a top need and the highest volume of unmet needs due to the limited funding available.
- An unfortunate trend is a sustained high volume of both demand and unmet needs for rent, utility, and shelter requests. These requests remain a significant percentage of all calls and continue to be beyond the reach of the organizations offering that type of assistance.
- Transportation to services following a referral continues to be a barrier for low-income callers as well as those in outer/rural areas of Greater Kansas City. Limited financial grants from United Way Worldwide have helped to support short-term transportation services but sustainable programming is needed to address the need.
- During this reporting period, 0.8% of callers were Spanish Speaking (non-English speaking). United Way 211 conducts outreach when possible to the Spanish-speaking community through partnerships and marketing materials. It is hard to determine how many Spanish-speaking households call United Way 211, since many times an English-speaking member of the family or an advocate places the call. United Way currently has 3 bilingual English/Spanish speakers at 211. We also utilize Stratus Audio/AMN Healthcare Language Services when the bilingual specialists are unavailable, and for over 200 other languages to ensure access to 211 services for all community members.

Please find enclosed reports, flyers and marketing materials.

UWGKC 211 is pleased to be authorized as a Missouri 211 Comprehensive I&R Provider. Please do not hesitate to contact me if you have any questions or need additional information.

Sincerely,

United Way of Greater Kansas City 211

United Way of Greater Kansas City, Inc.

By:



Todd Jordan
Vice President, Community Impact &
Executive Director, 211
Todd.jordan@uwgkc.org



HONORED TO SERVE KANSAS CITY THROUGH 211 FOR 20 YEARS.



Dan Eck
2026 211 Frontline Worker of the Year



UNITED WAY 211 2025 ANNUAL REPORT

STAY CONNECTED WITH UNITED WAY

Follow us on socials @UnitedWayGKC and subscribe to our newsletters at www.unitedwaygkc.org.



If you need help or know of someone who does, DIAL 2-1-1 OR VISIT 211KC.ORG.
Available toll free at (866) 320-5764, locally at (816) 474-5112.

211

Get Connected. Get Help.™

Every hour of every day, residents in 23 counties surrounding Kansas City call United Way 211 in search of essential human services. United Way 211 is available to everyone.

Each United Way 211 call is answered by Community Resource Specialists who navigate a database of 7,000+ local services, connecting you to the support you need. 211 is the only nationally accredited information and referral service in our region.

211 IS FREE, CONFIDENTIAL, AVAILABLE 24 HOURS A DAY, 365 DAYS A YEAR.

A MESSAGE FROM OUR 211 EXECUTIVE DIRECTOR

Twenty years ago, United Way of Greater Kansas City launched our local 211 service. While our annual call volume has grown every year—from 57,977 when we began in 2006, to over 100,000 last year, a few key things about the system have remain unchanged.

- We service 23 counties in Missouri & Kansas.
- 211 is free & confidential, available 24 hours a day, 365 days a year.
- Support is available in 150 languages.
- Caring Community Resource Specialists can connect individuals to thousands of local services.

We meet community members where they are—serving as the front door to our community’s health and human services.

You call 911 when you’re facing a life or death emergency, 988 for mental health crises and 211 is there for the everyday life crises you might face and simply don’t know where to turn. Maybe that’s finding a place to sleep tonight, navigating a health diagnosis, finding a ride to a food pantry, getting support for an aging loved one, keeping the lights on, getting a tax prep appointment, or accessing free legal services if you’re facing eviction. No matter the circumstance, 211 is here for you.

We’re exceptionally thankful to every member of our team who makes this service come to life day in, day out. And we’re proud to provide impactful connections by following the highest standards in the Information and Referral (I & R) industry, through accreditation by Inform USA (the gold standard for I&R).

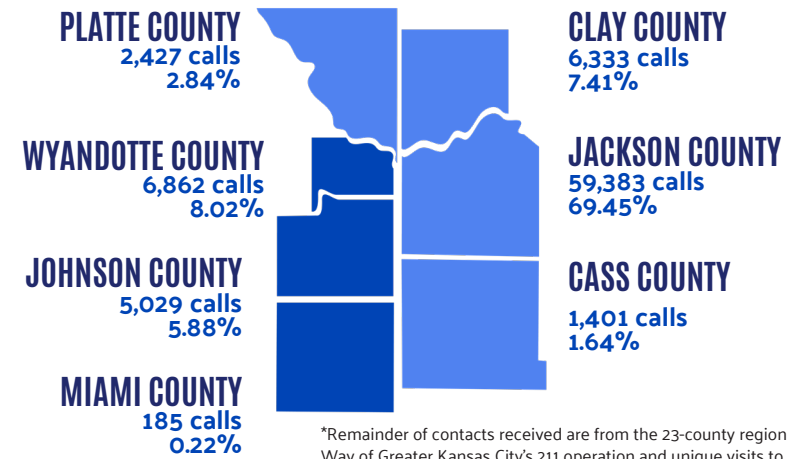
By reducing barriers, creating community partnerships and innovating to meet needs, 211 makes Kansas City a place where all can thrive.



Todd Jordan

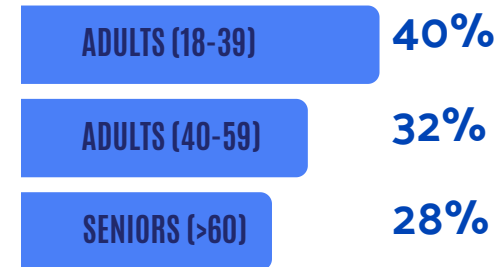
Todd Jordan, PhD
Vice President of Community Impact & 211 Executive Director

CONTACT DEMOGRAPHICS



WHO'S CALLING 211?

AGE:



HOUSING STATUS:



TOP FIVE NEEDS



HOUSING
35%
Including housing stabilization (rent, mortgage), unhooused services (shelters, drop-in centers), new housing services (deposit, housing search).



UTILITY ASSISTANCE
26%
A total of 30,256 contacts inquired about assistance in paying for gas, electricity, water bills, and other essential services.



TAX PREPARATION
6%
United Way partners with Volunteer Income Tax Assistance (VITA) program that offers free, in-person, and secure tax filing services.



TRANSPORTATION
5%
Transportation barriers across Kansas City impacted 20K+ callers. Transportation access affects employment, education, medical care, food, and more.



LEGAL SERVICES
5%
Top services include legal representation, legal counseling, general legal aid, housing discrimination assistance, advocacy, and veteran's benefits assistance.

CONTACTS TO 211



211

Get Connected. Get Help.™



347,839

Total 211 contacts in 2025

(combination of phone calls, emails, and unique website visits to 211kc.org)

112,082

Total calls answered in 2025

90%
of needs met

KEY COMMUNITY INITIATIVES



In partnership with Lyft, this program works to fill the unmet needs gap for transportation assistance. United Way 211 scheduled transportation to appointments, services, and organizations at no charge.

TOTAL REFERRALS: 2,288

TOP TRANSPORTATION BARRIER:
No personal vehicle - 89%

TOP TRANSIT NEEDS:

- 🏥 Healthcare - 932
- 🏠 Employment/Economic Stability - 872
- 🍲 Food - 308
- 🎓 Education - 69
- ⚖️ Legal Services - 52
- 🏠 Housing - 49

IF YOU OR SOMEONE YOU KNOW NEEDS HELP:



VISIT 211KC.ORG



DIAL 2-1-1





UNITED WAY 211

ANSWERING OUR COMMUNITY'S CALL

Free and confidential. Available 24 hours a day, 365 days a year.

Each call is answered by trained Community Resource Navigators who navigate a database of 7,000+ services, connecting you to the support you need.

The only nationally accredited information and referral service in our region.

211 CAN HELP CONNECT YOU TO:



FOOD ASSISTANCE



LEGAL AID



HEALTHCARE



SUBSTANCE USE TREATMENT



VETERAN SERVICES



EMERGENCY SHELTERS & LONG-TERM HOUSING



TRANSPORTATION HELP



RENT & UTILITY ASSISTANCE



JOB READINESS & EMPLOYMENT



DISASTER RELIEF

& SO MUCH MORE. DIAL 2-1-1 OR VISIT 211KC.ORG

AVAILABLE TOLL FREE AT (866) 320-5764, LOCALLY AT (816) 474-5112



Every hour of every day, residents of the 23 counties surrounding Kansas City call United Way 211 in search of essential human services. United Way's 211 service is available to ALL members to the community—whether you've fallen on hard times, just received a medical diagnosis and don't know where to turn or need mental health resources, **211 is available to YOU.**

476,691

Total 211 contacts in 2024

(combination of phone calls, emails, and unique website visits to 211kc.org)

91%

Of needs met

135%

Increase in contacts from 2019-2024



TOP FIVE 211 NEEDS

- UTILITY ASSISTANCE
- HOUSING SUPPORT
- TRANSPORTATION
- LEGAL AND TAX SERVICES
- FOOD ASSISTANCE

MOST UTILIZED LANGUAGES

English, Spanish, Bosnian, Vietnamese, Arabic & more

SUPPORT 211

When each of us do our small part, we make a difference for the **1 in 3 Kansas Citizens** who rely on us.

Learn more about the work of United Way of Greater Kansas City in your community and give to ensure these vital services can continue at unitedwaygkc.org/donate or scan this QR code:



STAY UP TO DATE WITH UNITED WAY:

Follow us on socials @UnitedWayGKC and subscribe to our newsletters at www.unitedwaygkc.org.



IN MISSOURI & KANSAS, HELP IS 3 NUMBERS AWAY

UNITED WAY 211

MAINTAINS A COMPREHENSIVE DATABASE OF COMMUNITY RESOURCES AND PROVIDES INFORMATION AND REFERRALS FOR ESSENTIAL NEEDS LIKE:

- HOUSING AND SHELTER
- FOOD AND HOUSEHOLD GOODS
- UTILITY ASSISTANCE
- LEGAL AID
- EMPLOYMENT

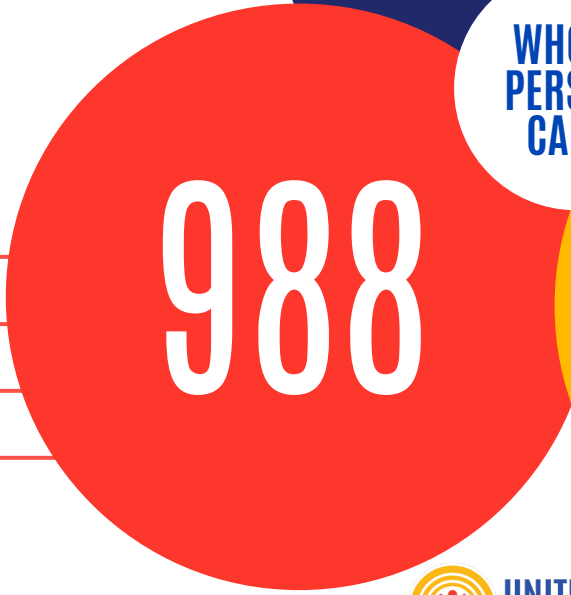


- MENTAL HEALTH RESOURCES
- TRANSPORTATION
- VETERANS SERVICES
- HEALTHCARE
- DISASTER RELIEF AND RECOVERY
- ANY OTHER HEALTH AND HUMAN SERVICE RESOURCES

WHOLE PERSON CARE

988 PROVIDES CRISIS SUPPORT FOR:

- THOUGHTS OF SUICIDE
- MENTAL HEALTH CRISIS
- SUBSTANCE USE CRISIS
- EMOTIONAL DISTRESS



911 PROVIDES FIRST RESPONDER DISPATCH FOR:

- MEDICAL EMERGENCY
- FIRE
- REPORTING A CRIME
- DISASTER RESPONSE
- LIFE THREATENING SITUATION