

211 US

Steering Committee

Standard Operating Procedures (SOP)

211 US Steering Committee

Membership Guidelines

REVISION HISTORY

Revision No.	Date	Description of Changes	Authorization
1	01/31/2014	Document was revised.	Unknown
2	07/30/2017	Document was revised.	Unknown
3	03/21/2018	Document was restructured.	Edward Perry
4	03/23/2018	Document was revised.	Edward Perry
5	03/28/2018	Document was revised.	Edward Perry
6	05/08/2018	Document was revised with structural and grammatical changes submitted by the Steering Committee.	Edward Perry
7	12/19/2018	Updated the document format.	Edward Perry
8	12/20/2018	Added sections about purpose and recurring activities and a Timeline of Major Events. Updated the committees section. Rearranged order of the document.	Edward Perry
9	12/21/2018	Added sections on confidentiality and ethics. Formatted the document.	Edward Perry
10	01/17/2019	Made edits suggested by Tim Sullivan.	Edward Perry
11	03/29/2019	Made edits suggested by Sarah Kyle, Annette Buckley, and Ann Hartman.	Edward Perry
12	04/03/2019	Made edits to the Timeline of Major Events and clarification to the Confidentiality statement and Operating Procedures Committee.	Edward Perry

211 US Steering Committee

Membership Guidelines

REVIEW HISTORY

Revision No.	Date	Description of Changes	Authorization
1	02/24/2011	Document is approved.	Unknown
2	05/02/2018	Document was submitted for review by the full committee.	Edward Perry
3	06/03/2018	Document was approved by the full committee.	211 US Steering Committee
4	01/07/2019	Document was submitted for review by the full committee.	Edward Perry
5	04/03/2019	Document was reviewed and approved by the full committee.	211 US Steering Committee

211 US Steering Committee

Membership Guidelines

Timeline of Major Events 6

Article 1: Purpose 7

Article 2: Confidentiality 8

Article 3: Statement of Ethics 9

Article 4. Recurring Activities 10

Article 5: Committees 11

Article 6: Steering Committee Membership 15

Article 7. Voting 20

Article 8: Steering Committee Officers 21

211 US Steering Committee

Membership Guidelines

Timeline of Major Events

Activity	Committee	Procedure	Timeline
Steering Committee Meetings	Full Steering Committee	10 - 12 meetings annually with 2 being face-to-face.	Calendar set annually.
All Officer Positions	Nominations Committee	Terms are 1 year. Vote required annually to select officers.	December/January
Officer Vacancies	Nominations Committee	Members submit interest to Nominations Committee. Committee announces slate. Formal vote in 30 days unless member is running unopposed.	As needed
Membership Recruitment	Nominations Committee	5 - 18 members. Solicit the 2-1-1 Network for interested volunteers, Nominations Committee will vett proposed candidates, introduce proposed candidates to full Steering Committee. Formal vote in 30 days from proposed slate.	July - September annually or as needed.
Operating Procedures Review	Operating Procedures	Committee of 1 - 5 people. Recommend changes to the full Steering Committee for ratification.	Review at least annually.

211 US Steering Committee

Membership Guidelines

Article 1: Purpose

211 US Steering Committee is a professional volunteer group representing the 2-1-1 US National Network working collaboratively with the Alliance of Information and Referral Systems (AIRS) and United Way Worldwide (UWW) to address issues rising from the 2-1-1 Network and bringing new initiatives and best practices forward to strengthen the 2-1-1 Network. The 211 US Steering Committee consists of 5 - 19 members who run 211 operations and are elected by the committee to serve from submitted applications. Rounding out to the committee are a representative from AIRS and another from UWW to help provide guidance and support to the 211 US Steering Committee.

Since the 211 US Steering Committee is not a registered business, bylaws are not required. Therefore, these Standard Operating Procedures (SOP) govern the functions of this group.

211 US Steering Committee

Membership Guidelines

Article 2: Confidentiality

211 US Steering Committee may have discussions where sensitive intellectual property or other operating business is shared or members may be privy to information prior to public release. This information should be kept in strict confidence prior to public release. Information can be discussed between members, but kept within confidence. Privacy and discretion should be used with others outside the 211 Network Leadership (211 CEO Group and 211 US Steering Committee) structure until all confidential information finally becomes public.

211 US Steering Committee

Membership Guidelines

Article 3: Statement of Ethics

211 US Steering Committee Members commit to promoting the highest ethical standards. The work of 211 US represents the interests of the larger 211 Network. In this role, Steering Committee members shall adhere to the following ethical principles.

I. Protect the 211 Network.

Steering Committee members will consciously avoid harmful actions or omissions by embodying high ethical standards and adhering to all applicable laws and regulations in the choices they make. During the course of business, Steering Committee members should take into account how actions will affect the future of the 211 Network.

II. Foster Trust with the 211 Network.

Steering Committee members will strive for good faith and fair practices so as to build trust within the membership and 211 Network. Steering Committee members should be willing to talk, share ideas, and actively listen to 211 Network colleagues at any time with concerns, questions, or wanting more information.

III. Seek 211 Network Feedback.

Steering Committee members should, at least annually, seek feedback from the 211 Network and use this information to direct ethical decision making.

IV. Value Partnerships.

Steering Committee members shall value partnerships in order to strengthen the 211 Network. Whether between Steering Committee members, within the 211 Network, or with future funding partners, Steering Committee members should strive to be open to all proposed activities and weigh the impact on the partnership against protecting the 211 Network.

V. Embrace Innovation and Best Practices.

Steering Committee members should be kept up to date on technology innovations of the 211 Network in order to highlight technology and operational best practices or trends. Where possible, the Steering Committee members should work with the larger 211 Network Leadership to advance the technology and operations for the entire 211 Network.

211 US Steering Committee

Membership Guidelines

Article 4. Recurring Activities

- I. Annually, during the 211 US Steering Committee face-to-face meeting, the committee decides on the activities to focus on for the following calendar year.

- II. In addition to trend specific topics, the committee has committed to the following activities:
 - A. Assist United Way Worldwide on the agenda for the National 2-1-1 Leadership Summit.

 - B. Assist the Alliance of Information and Referral Systems (AIRS) on the development of tracks for the annual AIRS Conference.

 - C. Host at least quarterly webinars for the 2-1-1 Network around 211 operational improvements and innovative strategies.

 - D. Work collaboratively with the 211 US CEO Group to address issues facing the 2-1-1 Network.

- III. 211 US Steering Committee has committed to a long-term focus on the following projects in order to improve the 2-1-1 Network.
 - A. Disaster Recovery

 - B. Marketing/Public Relations

 - C. National Database Repository

 - D. Social Determinants of Health

 - E. Technology Enhancements

211 US Steering Committee

Membership Guidelines

Article 5: Committees

Section 1. Nominations Committee

I. Formation & Membership

- A. The Nominations Committee will address both Membership and Officer vacancies throughout the year.
- B. A Nominations Committee should only be formed in years where vacancies occur or terms are expiring.
- C. The Co-Chairs annually will appoint a Nominations Committee Chair and two (2) other Nominations Committee members when a vacancy occurs or by May annually.
- D. If a Steering Committee member is interested in running for an Officer position, they may not serve on the Nominations Committee.

II. Membership Recruitment Timeline

- A. Open Application Process
 - 1. A call for 211 US Steering Committee Membership Applications should be announced in July annually, where terms are expiring or vacancies exist.
 - 2. All applications will be due in August to the 211 US Steering Committee.
 - 3. The Nominations Committee will convene in September to review all submitted applications.
 - 4. The Nominations Committee will submit a report to the Executive Committee after they convene in September outlining the number of applications received, number of eligible applicants, and the number of recommendations being made to the full membership.
 - 5. At the next official meeting of the full membership in October, the Nominations Committee will make their recommendations to the full

211 US Steering Committee

Membership Guidelines

Membership for consideration and a vote will be taken for each presented application.

6. The newly approved members will officially start their term in October. The first year term will be 15 months.

B. Reconsidered applications to fill a vacancy

1. If vacancy exists within six (6) months of the previous application process, 211 US Steering Committee may reconsider previous Membership Applications to fill the vacancy.
2. The reconsidered applications will be given to the Nominations Committee for review.
3. The Nominations Committee will contact each applicant to determine their interested in serving.
4. The Nominations Committee will review all interested membership applications.
5. At the next official meeting of the full membership, the Nominations Committee will make their recommendations for consideration to the full Membership for consideration and a vote will be taken for each presented application.
6. The newly approved members will officially start their term in 30 days from the official vote.
7. The new member will finish the vacancy term and then enter into the formal term rotation.

III. Officer Recruitment Timeline

- A. Upcoming Officer vacancies should be announced to the Steering Committee at least 60 days prior to an end of term.

211 US Steering Committee

Membership Guidelines

- B. Where a vacancy exists, nominations for officers will be taken from the floor at least 30 days prior to the vote.
- C. Interested Steering Committee members should notify in writing to the Nominations Committee of their interest in an Officer position.
- D. The Nominations Committee will gather the list of potential Officers and present it to the full body no later than 30 days prior to the end of the current Officer term.
- E. Officer elections will be held annually in December or at least 30 days prior to the end of the current officers term. This is done to provide continuity and training from the expiring term officer to the new officer.
- IV. The Nominations Committee will address both Membership and Officer vacancies throughout the year.
- V. A Nominations Committee should only be formed in years where vacancies occur or terms are expiring.
- VI. The Co-Chair Chair/Co-Chair annually will appoint a Nominations Committee Chair and the two (2) other Nominations Committee members when a vacancy occurs or by May annually.
- VII. If a Steering Committee member is interested in running for an Officer position, they may not serve on the Nominations Committee.

Section 2. Operating Procedures

- I. The 211 US Steering Committee Standard Operating Procedures (SOP) are a living document that formally guides the Officers and Steering Committee members in their work.
- II. This document shall be reviewed at least annually.
- III. An SOP Task Force shall be formed to review the document, solicit changes from the full Steering Committee, and propose an updated document for review and ratification by

211 US Steering Committee

Membership Guidelines

the full Steering Committee. This task force shall consist of 1 - 5 current Steering Committee members.

Section 3. Procurement

A joint committee between 211 US Steering Committee and the 211 Network CEO Group working on the review, procurement, and recommendations around technology best practices for the 2-1-1 Network.

Section 4. Data Strategies

A joint committee between 211 US Steering Committee and the 211 Network CEO Group will work on the data presentation of the annual 2-1-1 Network Big Count and the best practices around data collection for the 2-1-1 Network.

Section 5. Fundraising

A joint committee between 211 US Steering Committee and the 211 Network CEO Group will leverage the 211 brand to develop national funding partnerships.

211 US Steering Committee

Membership Guidelines

Article 6: Steering Committee Membership

Section 1. Number/Qualifications of Members

- I. The 211 US Steering Committee shall consist of no less than 5 members and no more than 19 members. The number of the committee should always be an odd number in order to break ties for voting purposes.
- II. The 211 US Steering Committee shall consist of qualified members with:
 - A. more than 3 years experience working at a 211 center either in a United Way or an independent non-United Way organization;
 - B. knowledge or skills in the areas of business development, management, disaster coordination and planning, marketing, technology, and others skills identified that would strengthen the Steering Committee.
 - C. a dedication to the work of the 211 Steering Committee and a commitment to move the agenda forward.
 - D. a commitment from their organization to allow the member to attend all conference calls and in-person meetings. The organization will also financially commit to paying for all in-person meeting travel.

Section 2. Member Terms

- I. Members will serve a two-year term.
- II. Members can serve three (3) consecutive two-year terms with a term limit of 6 years.
- III. Where a Member fills a vacancy, they are still eligible to serve three (3) consecutive two-year terms following the vacancy term.
- IV. Former members are eligible to apply 2 years after their term limit expiration date.

211 US Steering Committee

Membership Guidelines

Section 3. Notice of Meetings

At least quarterly, the updated meeting dates and time will be posted on the committee portal and published to the 211 Network.

Section 4. Steering Committee Meetings

- I. The 211 US Steering Committee shall meet virtually at least ten (10) times annually with two (2) in-person meetings.
- II. An annual meeting calendar shall be developed by the Executive Committee and ratified by the full Steering Committee.
- III. A formal agenda will be developed by the Executive Committee and distributed to the full Steering Committee by the Secretary at least three (3) days prior to any meeting.
- IV. Action may be taken by the full committee without a meeting if unanimous written email consent is given by every member.

Section 5. Meeting Attendance

- I. All 211 US Steering Committee members shall commit to attending 80% of all scheduled meetings.
- II. Members should RSVP for every meeting with the Secretary in order to establish Quorum for voting.
- III. Members that miss more than 80% of meetings in a 12 month rolling cycle may be requested to resign from the Steering Committee.

Section 6. Establishing Quorum

- I. Quorum must be established at all 211 US Steering Committee meetings and announced at the beginning of the meeting in order for formal business to be ratified or approved.
- II. Meetings can continue without establishing quorum for updates and other information. No discussion or votes can be taken when quorum is not present.
- III. To establish quorum, there must be 50% plus 1 member for quorum to be considered.

211 US Steering Committee

Membership Guidelines

- IV. Where an emergency exists and quorum is not available, a discussion and vote can be held to handle the emergency. However, a motion to ratify the emergency vote will be required at the next Steering Committee with quorum.

Section 7. Committee Nominations

The Nominations Committee will post the application and publish the request to the 211 Network annually in May or June.

- I. Applications will be accepted annually in July.
- II. The Nominations Committee will gather and review all submitted applications for review by a Nominations Committee.
- III. The Nominations Committee of two (2) other members shall be appointed no later than May annually.
- IV. Each recommended prospective member application is brought to the full committee for a vote in August annually.
- V. Members will have 30 days to review applications before voting. All questions or concerns should be brought to the Nominations Committee for review prior to the vote.
- VI. Members will formally vote on prospective member vetted by the Nominations Committee in September annually of a recruitment year.
- VII. Each recommended prospective member applications are brought to the full committee for a vote in September annually.
- VIII. A new member shall be selected by a majority of the committee in September annually.

Section 8. Onboarding New Members

- I. Upon notification of new membership, the first year term is 15 months and the year term is every 12 month thereafter.
- II. Orientation for the new members will occur in October/November prior to the next meeting of the full membership.

211 US Steering Committee

Membership Guidelines

- III. Orientation for new members filling a mid-year term vacancy will occur within 30 days of the official vote or prior to their first meeting.
- IV. Orientation should be facilitated by a member of the Executive Committee.
- V. Orientation should consist of an orientation packet including a membership roster with term limits and contact information for all members, 211 US Steering Committee Standard Operating Procedures, and a powerpoint outlining the 211 US Steering Committee purpose, activities, and key procedures.

Section 9. Membership Vacancies

I. Resignations

- A. Any Member may resign in writing to the Co-Chair or Secretary at any time during their term.
- B. The written resignation letter should have an effective date for the resignation.
- C. Upon notice of resignation, the Co-Chair should be notified and the Co-Chair should notify the entire Membership.

II. Terminations

- A. If any Member is unable to fulfill their roles and responsibilities and/or does not participate in at least 80% of scheduled official 211 US Steering Committee meetings, the Member may be removed by a majority vote of the full 211 US Steering Committee.
- B. Members who are terminated will be notified by the Co-Chairs by letter and phone within 10 days following the termination vote.

III. Term Limits

- A. Any Member that has reached their term limits will be notified by the Secretary at least 30 days prior to reaching their term limit.

211 US Steering Committee

Membership Guidelines

- B. Members reaching their term limit will be required to step down when their term ends and will be eligible to reapply after 2 years
 - C. Upon notice of the term limit, the Co-Chairs will be notified by the Secretary of the coming vacancy.
- IV. When the 211 US Steering Committee is notified of a vacancy due to term limit, resignation, or terminations, the Nominations Committee shall solicit nominations to fill the vacancy. ***See Article 5.***
- V. Qualified applicants who previously submitted an application, but were not nominated for election to 211 US Steering Committee may have their applications reconsidered to fill a vacancy up to 12 months after their original application was submitted.
- VI. The reconsidered applications will be provided to the Nominations Committee for consideration.

211 US Steering Committee

Membership Guidelines

Article 7. Voting

Section 1. Action Item Voting

- I. Action items are anything brought to the Steering Committee that needs action (voting) by the full committee.
- II. Any agenda action items brought to the Steering Committee should include a discussion and formal vote on the item. This includes all motions made from the members during a meeting.
- III. Action items not on the agenda may be raised from the body. The Co-Chair will decide to either take the action up immediately or move it to a future meeting agenda. If the agenda is taken up immediately, the Steering Committee should discuss and then formally vote on the item.
- IV. Formal vote should be taken by either a show of hands in favor or against or a verbal vote of “Aye” for the affirmative or “Nay” for the opposition.

Section 2. Membership and Officer Voting

- I. All elections will be by secret ballot at the next official meeting of the full membership.
- II. Where there are multiple people from the same organization serving on the committee, the organization shall have only one vote.
- III. To become elected to serve, the vote must be a majority vote of the full membership. If a tie exists, a second round of secret ballot voting will occur. After two rounds of votes, a tie still exists, the Co-Chair will make the final selection.
- IV. When there is only one (1) nomination for an Officer position, the vote shall be unanimous unless opposition is expressed from the membership. Where opposition exists, the Co-Chair will call for a discussion. After the discussion, a formal vote will be taken. The results of the election will resolve the issues for the candidate. If not approved, another candidate must be found by the Nominations Committee.

211 US Steering Committee

Membership Guidelines

Article 8: Steering Committee Officers

Section 1. Officer Positions

I. Co-Chairs

- A. 211 US Steering Committee is lead by a Co-Chair model. Where the Steering Committee has vacancies of one-third of the membership, a single chair may precede temporarily during the transition.
- B. Co-Chairs shall consist of one co-chair represented by a United Way 211 and one co-chair represented by an independent 211. United Way 211 is defined as a 211 being operated within the United Way organization.
- C. Preside at all meetings of the Steering and Executive Committees.
- D. Serve as an ex-officio member of all committees and task forces, except the Nominations Committee.
- E. Act as the official representative for the 211 US Steering Committee.
- F. Make no motions or amendment and can not vote on any 211 US business unless the vote is tied. The Co-Chair vote will be the deciding vote.

II. Vice Chair

- A. Perform 211 US duties as assigned by the Co-Chairs.
- B. Assume the duties of the Co-Chair in her/his absence.
- C. Assume the Co-Chair responsibilities if one of the Co-Chairs is unable to complete her/his term.
- D. When one or both of the Chairs reach their term limits, the full committee shall formally vote to elect the Vice Chairs as official Co-Chairs.

211 US Steering Committee

Membership Guidelines

III. Secretary

- A. Keep the minutes of all meetings.
- B. Send monthly minutes to all Steering Committee members.
- C. Track attendance at all meetings and include attendance in the meeting minutes.
- D. Keep a current roster of all current Steering Committee members, officers, and partners with full contact information and term limits.
- E. Publish meeting attendance tracking quarterly to the full committee.
- F. Send meeting notices for all upcoming meetings at least two weeks in advance.

Section 2. Officer Terms

- I. Officers should serve a one-year term.
- II. Officers can serve two (2) consecutive one-year terms.
- III. Where an Officer fills a vacancy to serve the remainder of a term, they are still eligible to serve two (2) consecutive one-year terms following the vacancy term.
- IV. No member may hold two offices simultaneously.

Section 3. Executive Committee

- I. The Executive Committee shall consist of the Co-Chairs, Vice Chairs, Secretary and up to two additional members.
- II. The Executive Committee shall meet prior to any full committee to set the agenda.
- III. The Executive Committee shall meet when required business or discussion is needed prior to the full Steering Committee meeting and vote.

211 US Steering Committee

Membership Guidelines

- IV. The Executive Committee shall have the authority to make decisions on behalf of the Steering Committee between regular meetings in regards to current projects only. At the next Steering Committee meeting, the full body will vote to ratify the decision.

Section 4. Officer Elections

See Article 3 Nomination Committee and Section 3 under the Officer Timeline.

Section 5. Officer Vacancies

I. Co-Chair Vacancies

- A. If one of the Co-chairs resigns or is terminated, the Vice Chair will assume the role of the vacancy until the end of the term.
- B. If both Co-chairs resign or are terminated, the vice chair will fill one vacancy and an election will be held to fill the second vacancy.

II. Other Officer Resignations

- A. Any Officer may resign in writing to the Co-Chair or Secretary at any time during their term.
- B. The written resignation letter should have an effective date for the resignation.
- C. Upon notice of resignation, the Co-Chair will be notified and the Co-Chair will notify the entire membership.
- D. At the next official meeting, the full 211 US Steering Committee will follow the Nominations Committee protocol to fill the vacancy.

III. Other Officer Terminations

- A. If any Officer is unable to fulfill their roles and responsibilities and/or does not participate in at least 80% of scheduled official 211 US Steering Committee meetings, the Officer may be removed by a majority vote of the full 211 US Steering Committee.

211 US Steering Committee

Membership Guidelines

- B. Removal as an Officer does not indicate removal from the 211 US Steering Committee.
- C. Officers who are terminated will be notified by the Co-chairs by letter and phone within 10 days following the termination vote.
- D. At the next official meeting, the full 211 US Steering Committee will follow the Nominations Committee protocol to fill the vacancy.